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FAILSWORTH INDUSTRIAL SOCIETY LIMITED.


1859



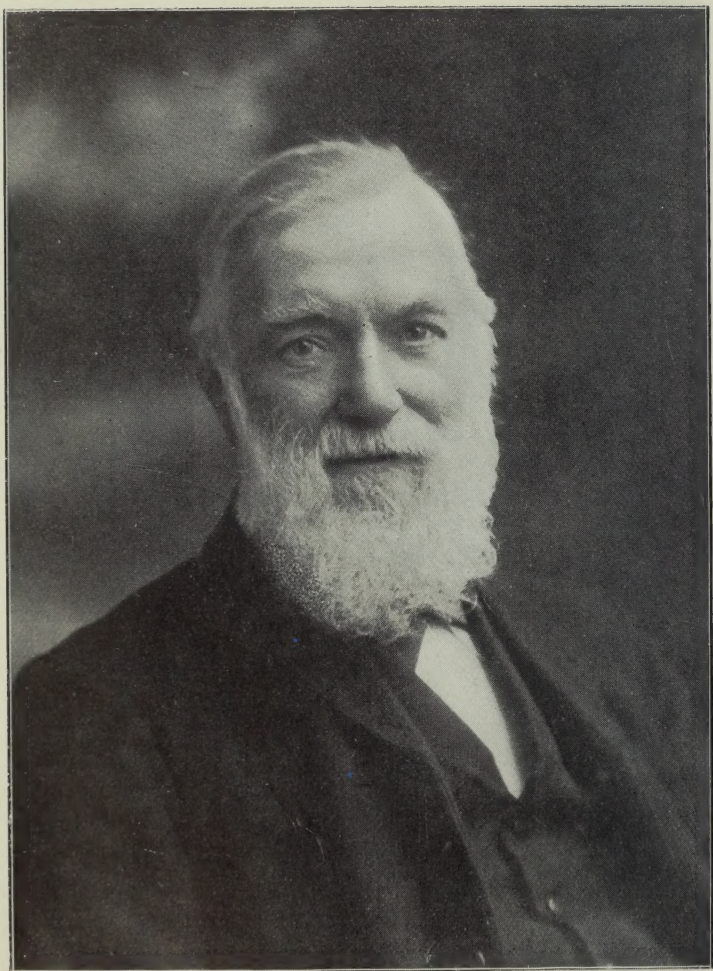
1909

Jubilee History.





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Yours Truly
H. W. Hayes

FAILSWORTH

Industrial Society

❧ LIMITED. ❧

Jubilee History

By J. H. OGDEN.

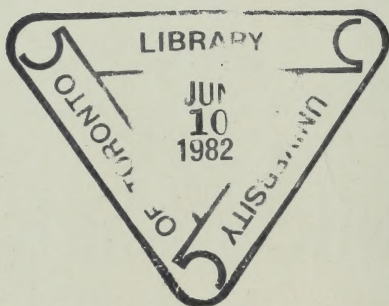
❧ 1859-1909. ❧



Manchester :

CO-OPERATIVE PRINTING SOCIETY LIMITED, 118, CORPORATION STREET.

1909.



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PREFACE.

THE following pages contain an account of the History of the Society from its establishment in 1859 to the beginning of the Jubilee Year, 1909. The society possesses no records relating to the first few years of its existence, but fortunately we have been able to obtain documents and authentic details from various sources, notably from Thomas Hayes (the sole survivor of the fourteen founders of the society), Jacob Rydings, and, some years ago, from others of the founders and early members. From 1869, the society's minutes and the files (two or three years later) of the *Co-operative News* and the local newspapers have been available. The information thus obtained has been supplemented by various members who have occupied the highest position in the society, and by others. Several extracts relating to the early attempts at co-operation in Failsworth and Newton Heath, and to local incidents and occurrences, have been taken from Mr. Holyoake's "History of Co-operation," Mr. Ben Jones's "Co-operative Production," Mr. H. T. Crofton's "History of Newton Chapelry," Mr. P. Percival's "Failsworth Folk and Failsworth Memories," Mr. Sim Schofield's "Short Stories about Failsworth Folk," and from the late Mr. Joe Miller's *Reminiscences*, published many years ago in the *All Saints Parish Magazine*.

The assistance so readily given in all cases is hereby acknowledged with the most grateful thanks.

CONTENTS.

	PAGE
CHAPTER I.	
Early and Primitive Attempts at Co-operation in Failsworth and Newton Heath.....	13
CHAPTER II.—1859-1862.	
The Society Established in 1859—Thomas Hayes—Rules Based on Rochdale Pioneers—Truck and Tick Shops—Principal Industries of Newton Heath and Failsworth—Opposition Met With—Differences with a Shopman—A Branch at New Road—Jacob Rydings—The First Balance Sheet—An Attempt at Butchering—Weekly Half-Holiday—The Cotton Famine.....	17
CHAPTER III.—1863-1866.	
Unsuccessful Co-operative Farming—"Thoughtless Co-operative Cow"—A Great Drop in the Dividend—Branches at Watchcote and Daisy Bank—Failsworth Watch-house—Establishment of the Central Stores—Paper Check System Introduced—Small Grants for Educational Purposes.....	36
CHAPTER IV.—1867-1868.	
Factors Determining Dividends—A Branch at Newton Heath—Watchcote Fifty Years Ago—A Full Time Secretary—The Village Shop—Beginning of the Coal Trade—Surplus Capital—A Reading-room at the Central—New Premises at New Road—Elijah Dixon—Revised Rules Permit Educational Grants—Joel Whitehead, President—Some Old Minutes	44
CHAPTER V.—1869-1871.	
Amos Platt, President—Position in 1869—Building Rules—Surplus Capital—A Branch at Miles Platting—The Murphy Riots—Special Constables for Newton Heath—Office of Treasurer Abolished—Hardman Street, Hulton Street, Evening Street, and Gaskell Street Cottages—Hardman Street Bakehouse—Purchases from Wholesale Co-operative Sources—Reduction of Shopmen's Hours—Unsuccessful Attempt to Establish a Library.....	56

CHAPTER VI.—1872.

Thomas Egerton, President—A Manchester Attempt at Co-operative Farming—Third Revision of the Rules—Provision Against Decreased Dividends—Branch Representation—Financial Position in 1872—Cottage Building in Co-operation Street—New Departments—Payment of Bonus to Employés—A Member Publicly Expelled—The River Medlock Flood—Growth in Newton Heath—Beginning of the Almanac.....	68
--	----

CHAPTER VII.—1873-1874.

Butchering Business Firmly Established—Quarterly Meeting Alters the Dividend—Resignation of Thomas Hayes—Thomas Berry, Secretary—A Branch at Woodhouses—A Library Sanctioned—Newton Heath Manufacturing Society—List of Shareholders—Transferable Shares—Emmanuel Hibbert, President—A Critical Position—Changes in the Management—Fourth Revision of the Rules—United Coal Mining Society.....	78
---	----

CHAPTER VIII.—1875-1879.

Erection of Co-operative Hall—Reform Demonstration at Failsworth—Peterloo Veterans—Shopmen's Hours—New Premises at Daisy Bank—Purchase and Extension of Newton Heath (Wellington Street) Branch—A New Branch at Miles Platting—Oldham Road Branch—Extensions at New Road—Educational Committee Directly Responsible to Members—A Bakehouse at the Central—S. L. Chadwick—Failsworth Parish Constables—Fifth Revision of the Rules—Educational Grant Increased to $2\frac{1}{2}$ per cent—Position in 1879.....	94
--	----

CHAPTER IX.—1880-1883.

Adam Percival, President—Non-Purchasing Members—Resignation of Mr. Jacques—Thomas Berry, Manager, and Enoch Greaves, Secretary—William Watson replaces Thomas Berry—Hardman Street Cottages, &c.—Review of Educational Work—Branch Meetings—Sixth Revision of Rules—Reduction in Share Capital—Newton Heath Mechanics' Institute—Emmanuel Hibbert elected on Wholesale Society's Committee—Co-operation Street Cottages, &c.—Analysis of Shareholders' Capital—Election of Officers by Ballot—Building Society Formed—Dairy Department Established.....	111
---	-----

CHAPTER X.—1884-1887.

Legal Proceedings against the Society—Newton Heath No. 2 Branch—Building Operations in Hulton Street—Varley Street Branch—Reduction of Share Capital—Manchester Ship Canal—Cotton Strike of 1885—Co-operative Farming Society—Seventh Revision of Rules—Election of New Committees—Committee's Remuneration—Analysis of Shareholders—A Financial Panic—Further Assistance for Educational Department—Emmanuel Hibbert, President—Visit from Mr. Holyoake—Boundary Lines	123
---	-----

CHAPTER XI.—1888-1891.

Alfred Pollitt, President—Bonus and Profit Sharing—Surplus Capital—Loan Account Discontinued—The New Moston Society—Failsworth Pole—Rushcarts at Failsworth and Newton Heath—Branch at Dean Mount—Society's Position in 1889—Reduction of Share Capital—Eighth Revision of Rules—Rate of Depreciation—Copper Checks Discontinued—Leasehold Enfranchisement—"Failsworth Co-operative Messenger"	137
--	-----

CHAPTER XII.—1892-1894.

Thomas Taylor, President—University Extension Lectures—Establishment of the Women's Guild—Reduction of Shopmen's Hours—The Cotton Trade Dispute of 1892—Racing News "Blacked Out"—New Premises at Dean Mount—Interest on Share Capital—A Colliers' Dispute—Insurance Fund Started—Building Repairing Department Established—Ninth Revision of Rules—Three Years' Limit to Presidential Term	154
---	-----

CHAPTER XIII.—1895-1897.

Benjamin Rydings, President—Death of Emmanuel Hibbert—New Moston Society—Opposition to Re-election of President—Attempt to Increase the Dividend—Women's Guild and Political Questions—Educational Committee Increased—New Regulations relating to Share Capital, Penny Bank, and Building Department—Notice to be given of Special Business—Maximum Dividend of 2s. 6d. Advocated—Engineering Dispute and Direct Contributions—Distribution of Relief	165
--	-----

CHAPTER XIV.—1898-1900.

John Fitzgerald, President—Newton Heath Premises Opened—Furnishing Department at Wellington Street—Exhibition at Newton Heath—Ballot Boxes Instituted—Fails-worth Co-operative Commonwealth Society—Branch at Old Road—Separate Nights for Educational Meetings—Cottage Building at Dean Mount—Workmen's Compensation Fund—Co-operative Choir Established—Grant to Women's Guild—Dividend Reserve Fund—Position in 1899—Death of Benjamin Rydings—A Quarterly Meeting at Newton Heath—Differences with an Auditor—Professional Auditors Decided Upon—New Form of Balance Sheet—House Building in Lightbowne Road—Appointment of Reporter	174
--	-----

CHAPTER XV.—1901-1903.

Charles Hadfield, President—A Period of Depression—Death of J. B. Churchman—Thomas Taylor Elected on Star Corn Mill Board—Five Years' Limit on Committees—Attempt to Reduce Educational Grant—More Land at Wrigley Head—Building Department Radius—Co-operative Convalescent Homes—Private Traders' Attack on Co-operation—Co-operative Demonstration at Belle Vue—Leicester Hosiery Society—Musical Festival—St. Mary's Road Branch—North Wales Quarries—Dividend on Coal—Relief of Distress—Boundary Lines—Ashton Road West Branch—"Wagstaffe Fowt"—The Old Roman Road....	188
--	-----

CHAPTER XVI.—1904-1905.

Walter Jackson, President—Dividend on Milk—New Bakery—Extensions at Miles Platting Branch—A Branch at Queen's Road—Scientific Lectures—Death of William Watson—Enoch Greaves, Manager, and C. F. Greenhalgh, Assistant Secretary and Cashier—"Climax" Check System—Unwelcome Visitors—Tenth Revision of Rules—Women's Guild Grant Increased—Open-Air Concerts—Cottage Building in Evening Street—Resignation of President—William Hibbert, Chairman—Direct Representation in Parliament	204
---	-----

CHAPTER XVII.—1906-1909.

Henry J. Upham, President—No Further Investments in Cotton Mills—Shops Opened during Dinner Hour—Closing Time on Saturdays—Moston Lane Branch—Cottage Building in Kenyon Lane—Failsworth House—Star and Rochdale Corn Mills and Wholesale Society—A Handsome Surplus—University Extension Lectures—Dairy Modernised—Minimum Wage for Employés—Collective Life Insurance—Separation of Warehouse—Loan Investment Account Opened—Recommends to Convalescent Homes—Graver Lane Branch—Falmouth Street Branch—Opposition to Concerts in Manchester Parks—General Committee's Remuneration—Purchase of Paulden's Farm—The House in Church Street—Proposed Branch at Thorp Road—Decease of Two Ex-Presidents—Another Cotton Trade Dispute—Distressed Persons Assisted—Address by Mr. J. R. Clynes, M.P.—Additional Stables at Hardman Street—The Society enters the Laundry Business—William Stephenson, President	215
--	-----

CHAPTER XVIII.

Conclusion—Employés' Sick Club—Amalgamated Union of Co-operative Employés—Statistics from 1859 to 1908—Departmental and Branch Managers—Officers from 1859 to 1908	240
--	-----

CHAPTER XIX.

THE SOCIETY'S JUBILEE CELEBRATIONS.....	273
---	-----

ILLUSTRATIONS.

	PAGE
Thomas Hayes.....	<i>Frontispiece.</i>
The Society's First Business Premises in Brown's Buildings, Dob Lane	18
Thomas Hayes's Share Book	23
Central Stores and Registered Office	42
Wellington Street Branch and Furnishing Department.....	46
New Road Branch	52
The Society's Seal	55
Woodhouses Branch	83
Peterloo Veterans	97
Daisy Bank Branch	99
Miles Platting Branch	102
Oldham Road Branch	103
Varley Street Branch.....	129
Failsworth Pole	142
A Bit of Old Failsworth.....	145
Mrs. Dugdill	155
Dean Mount Branch	161
Newton Heath Branch and General Departments	177
Old Road Branch	181
St. Mary's Road Branch.....	195
"Wagstaff Fowl"	199
Ashton Road West Branch	202
The Bakehouse, Ridgefield Street.....	205
Queen's Road Branch	207
Moston Lane Branch	217
Graver Lane Branch	224
Falmouth Street Branch	227
The Society's Farm	229
Branch in Course of Erection at Thorp Road	232
The Stables, Hardman Street	236
The Laundry	237
William Stephenson	255
General Committee	257
Henry J. Upham	261
Educational Committee	265
The Committee of the Women's Guild	271
Home of the Failsworth and New Moston Sick Nursing Association, Kershaw Street.....	276
Home of the Newton Heath and District Sick Nursing Association, Oldham Road	277
Jubilee Committee	280-281
Enoch Greaves, Charles F. Greenhalgh, and J. H. Ogden....	285



CHAPTER I.

EARLY AND PRIMITIVE ATTEMPTS AT CO-OPERATION IN FAILSWORTH AND NEWTON HEATH.

MR. GEORGE JACOB HOLYOAKE, in his “History of Co-operation,” observed that the co-operative feeling in Failsworth existed long before the establishment of the society in 1859.

But “working people had not the confidence in each other which would enable them to do their business. There was no acknowledgment by law then of the right of working men to embark in business on their own account in large numbers. There was no protection against fraud, and when persons were asked to subscribe to a co-operative enterprise they durst not entrust their little property where it could be stolen with impunity.”

Probably the first attempt at co-operation in Failsworth was in 1838, when “a number of youths, whose ages would range from thirteen to sixteen years, began to club their pence together with the object of renting a plot of land to grow potatoes upon. They intended to delve the land themselves, collect manure, buy seed, plant and reap the potatoes or whatever grew, and sell them amongst their neighbours. Of course their ideas of co-operation were very crude (says Mr. Holyoake*), but the fact shows that there was the germ of the prin-

* Mr. Holyoake obtained his information from Joel Whitehead, whose father was well acquainted with these early efforts.

ciple in their minds, even at their early age. However, they were too sanguine. Their means were too slender for some of them to comply with the terms of subscription of one penny per week. They got behind with their cash contributions before there was a sufficient sum to purchase seed, which damped the ardour of the others who had managed to muster their share weekly. At that time pennies were as scarce in the pockets of lads as shillings are now, consequently nothing came of their juvenile attempt."

Some of the older people also went in for potato growing, and for this purpose rented plots of land from the adjoining Moston farmers. These plots were at the bottom of Mill Lane, on the right hand side, immediately after crossing the Moston Brook.

"Eight or ten years later," to again quote Mr. Holyoake, "a number of very young men directed their attention once more to co-operative effort. This time in the form of distribution only. They subscribed their cash in larger sums than they had been able to do before, and actually bought a cow and had it killed in a barn. They sold it out to their neighbours, but they either sold it at too low a price, gave too good weight, or had too much waste. Their deficiency could not arise from excessive wages paid to rear the animal, because all the work was done for nothing, except a trifle to a butcher for killing. But, whatever the cause, the balance was on the wrong side of their humble ledger. So down went the movement again."

In 1847 or 1848 it was the regular custom of a few men, mostly handloom weavers, living in the neighbourhood of Dob Lane (Failsworth) to meet at one another's houses to listen to the reading of the newspaper by the light of a tallow candle. This little group included James Taylor, Charles Cordon, and John Pollitt. James Taylor—more commonly known as "Jim Twist"—in order to distinguish him from others of the same name—was the only one in the company who could read. They were all poor men, oft hard pressed to obtain a livelihood, but, like many others in the locality, took a lively interest in political and social questions. Having regard to their

circumstances we can well realise what long and anxious consideration was given to the proposal before those men decided to make a primitive attempt at co-operation and to put their moneys together in order to buy the commodities they required at cheaper prices than they could otherwise obtain them. The goods they bought were stored at one another's houses; one keeping one thing, and another something else. This method was carried on for a time, but eventually premises were rented at the corner of Oldham Road and Peel Street, opposite Mill Lane end. The place was afterwards known as "Jack Cloggers" shop. The venture ultimately ended in a failure, and when the business was given up the commodities in stock and the other contents of the shop were divided amongst the members.

Under somewhat similar circumstances an attempt was made to form a co-operative society at Newton Heath. A number of Chartists (John Worthington, William Booth, of Botany, Yeb Booth, S. Hardy, and others) used to meet occasionally in a spare room at the bottom of Great Newton Street (then an important street in the township), off Droylsden Road, belonging to Joseph Bates, a grocer. John Worthington (father of Thomas Worthington) was one of these men, and every week in his own home he read to some of them Henry Hunt's Journal, which was bought with their joint subscriptions.

In 1845 or 1846 they opened a co-operative store two doors from the Duke of York public house, in Oldham Road, Newton Heath. The idea, here again, was not to pay a dividend, but to sell goods at the lowest possible prices. Samuel Mather took an active part in its formation, and was appointed the first shopman; receiving for wages sixpence in the £ on the sales. The business increased, and after a time it was thought by the committee that Mr. Mather was making too much money for himself. He was informed that his commission would be reduced from sixpence to fivepence in the £. He declined to agree to this, and, after withdrawing his share of the capital, set up shop on his own account next door. By degrees he took the trade away from the stores, and in the time of their third shopman they were compelled to

give up business ; Mr. Mather purchasing their stock and shop fixtures.

In 1847 a shop was opened just beyond the boundary of the higher or eastern part of Failsworth, near the Bower Lane end. One of the members was William Whittaker (father-in-law of Thomas Wood, one of our present auditors). Thomas Lees was the shopman, and he was known as "Tom at Co-op."* This venture was short-lived, and ended with the shopman paying the shareholders out, after which he carried on a very successful ready-money trade.

A few years later, probably about 1860, a co-operative butcher's shop was opened in Church Street, Newton Heath. John Stott (then a handloom weaver and in later life a builder) was the beef buyer. The society used to hold its meetings at the Foresters' Arms, Oldham Road. The concern did not prosper, and was ultimately wound up ; the shareholders losing a portion of their capital.



* In later years Thomas Hayes was given this title.



CHAPTER II.

1859—1862.

THE SOCIETY ESTABLISHED IN 1859—THOMAS HAYES—RULES
BASED ON ROCHDALE PIONEERS—TRUCK AND TICK SHOPS—
PRINCIPAL INDUSTRIES OF NEWTON HEATH AND FAILSWORTH
—OPPOSITION MET WITH—DIFFERENCES WITH A SHOPMAN—
A BRANCH AT NEW ROAD—JACOB RYDINGS—THE FIRST
BALANCE SHEET—AN ATTEMPT AT BUTCHERING—WEEKLY
HALF-HOLIDAY—THE COTTON FAMINE.

AT the time of the co-operative venture in Dob Lane, James Taylor ("Jim Twist") lived in Martin Wright's Buildings, between Mill Lane and Mill Street. He afterwards removed to the Wrigley Head district, and started selling a few imperishable articles at a house in Slater Street. The list of goods dealt in was gradually extended, and eventually James Taylor, John Taylor, and Josiah Etchells entered into partnership. From Slater Street the business was removed in 1858 to Brown's Buildings in Dob Lane, a shop being opened for the sale of groceries and provisions next to the St. Mary's Roman Catholic Church. The firm, which also occupied the adjoining cottage, was known as John Taylor and Co., and John Taylor was the shopman.

During the same year a number of other Failsworth men were meeting together once a week for mutual converse and instruction. They were mostly connected with those who were associated with the old school in



THE SOCIETY'S FIRST BUSINESS PREMISES IN BROWN'S BUILDINGS, DOB LANE.

Pole Lane (re-built in after years, and now known as the Secular School!). "These men occasionally bought some not expensive book, and talked over its contents. Amongst the books read and discussed was Mr. Holyoake's 'History of Co-operation in Rochdale.' That book was also circulated amongst some of their neighbours, and the perusal of the trials and triumphs of the Rochdale Pioneers served to strengthen and give new life to that faith in the principle of co-operation which these men already possessed. The opinion grew that the working people of Failsworth had attained such a degree of intelligence that the establishment of a co-operative store might be attempted with every prospect of success." The three men who owned the shop already named were well disposed towards such an attempt, and promised to take up shares in the new society.

A meeting was therefore convened for January 15th, 1859, of persons favourable to such an object. It was held in a house in "Clem Guts Entry," a narrow passage by the side of John Taylor and Co.'s shop. The house was formerly occupied by Joel Whitehead's father, but at this time it was practically untenanted, and the dampness would have cooled the ardour of men less in earnest. Dr. Brown (who was also a chemist, and resided at the other end of Brown's Buildings) was the owner of the property, and his eldest son occasionally used the house in which the meeting took place as an amateur joiner's shop. Amongst other articles he made was a rude wooden coffin, and this served to seat a number of those present.

At this meeting it was decided to start a society forthwith. The question was, "Shall we proceed on credit or ready-money lines?" Ready money was the generally accepted principle, but it appeared extremely difficult to determine what constituted either. One of the company persistently argued that it would not be ready-money dealing if they went to Manchester and ordered goods and did not pay for them at the same time. This knotty question could not be unanimously settled, but it was suggested that the practical way of making a start would be for every one to say whether they were willing to take a part in the labour and responsibility of commencing a

society, and, if so, to give their names. William Fletcher said, "Put my name down first." Joel Whitehead said, "Put my name down second." The ice was broken, and the names went down apace.

After many winter evenings had been spent on Thomas Hayes' hearthstone "in licking the contemplated society into shape," the premises of John Taylor and Co. were transferred to the "Failsworth Industrial Society," and opened for the sale of groceries on Monday morning, March 28th, 1859. The society was registered on July 22nd of the same year. John Taylor was retained as shopman.

The society started with fourteen members.* There is no record in existence giving the names of these men, but so far as could be ascertained some years ago, from the recollections of then living persons, they were as follows:—William Fletcher, James Taylor, Joel Whitehead, William Barlow, Charles Cordon, James Robinson, Robert Barlow,

* Thomas Hayes is the only survivor. He was born in Lamb Lane, Miles Platting, in 1829, and has some pride in the fact that he has never resided beyond the sound of the bells of the Manchester Cathedral. He finished his school education at the Lancastrian School, near Swan Street, Manchester, and commonly known as the Free School. It ceased to be free about six months before he left it, a charge of one penny per week being then made. Brought up among the Chartists, and, when a schoolboy, reading aloud for others to hear the pages of the *Northern Star*, he became democratic and thorough in his opinions and work on public questions. A lover of reading almost from childhood, he was, whilst still a schoolboy, a subscriber to "Chambers' Cyclopædia of English Literature," which appeared at 1½d. a week for one hundred weeks. In his youth and early manhood, he was an active member and a director of the Miles Platting Mechanics' Institution, and in the same period was a local secretary for the Association for the Abolition of all Taxes on Knowledge. In 1849 and after, he was secretary to a small committee at Miles Platting, organised to provide for the reception of and provision for a few Hungarian refugees, after Austria, with the help of Russia, had crushed Hungary. By trade Mr. Hayes was a handloom silk weaver, and his leisure and his money both were limited. He contrived, however, fifty-seven years ago, to take in a sixpenny weekly journal called the *Leader*, in which he read after George Henry Lewes and George Jacob Holyoake. In 1858 he was residing at Failsworth, and introduced Mr. Holyoake's book to a few personal friends.

Thomas Hayes, John Taylor, Jonathan Taylor (afterwards clerk to the Failsworth Local Board), Josiah Etchells, Ben Aldred, James Winterbottom, and James Smith.

Thomas Hayes was the first secretary, and wrote out the first rules of the society, basing them on those of the Rochdale Equitable Pioneers, "who founded their store upon the principle of taking purchasers into partnership." "From that time," says Mr. Holyoake, in his "History of the Pioneers," "is dated the successful career of co-operative distribution, which before the adoption of that principle was in most towns vacillating, uncertain, and often ignominious in its operations."

The objects and plans of the Pioneers may be usefully stated. They were:—

To form arrangements for the pecuniary benefit and the improvement of the social and domestic condition of its members, by raising a sufficient amount of capital, in shares of one pound each, to bring into operation the following plans and arrangements:—

The establishment of a store for the sale of provisions, clothing, &c.

The building, purchasing, or erecting a number of houses, in which those members, desiring to assist each other in improving their domestic and social condition, may reside.

To commence the manufacture of such articles as the society may determine upon, for the employment of such members as may be without employment, or who may be suffering in consequence of repeated reductions in their wages.

As a further benefit and security to the members of this society, the society shall purchase or rent an estate or estates of land, which shall be cultivated by the members who may be out of employment, or whose labour may be badly remunerated.

That, as soon as practicable, this society shall arrange the powers of production, distribution, education, and government; or, in other words, to establish a self-supporting home colony of united interests, or assist other societies in establishing such colonies.

"Here," says Mr. Holyoake, "was a grand paper constitution for rearranging the powers of production and distribution."

The Failsworth pioneers, fifteen years later, were not so ambitious, or, at any rate, did not express their ideas so fully. Their objects were defined as follows:—

To raise, by the voluntary subscriptions of the members, a fund for better enabling them to purchase food, firing, clothes, and other necessities, by carrying on in common the trade or business of general dealers.

The rules were first certified on July 22nd, 1859, by John Tidd Pratt. On behalf of the society they were signed by Robert Allen, James Taylor, William Fletcher, William Barlow, and Thomas Hayes (secretary).

The shares were £1 each, payable by instalments of not less than 3d. per week, in addition to a shilling entrance fee. The contribution books were little memorandum books, with brown paper backs, which in those days would probably cost a penny, but which can be bought now for less than a halfpenny. By permission of Thomas Hayes we reproduce the first two pages in his book, showing how he paid up his first share.

In the early days of many co-operative societies "truck" shops and "tick" shops could be found in every district, and some graphic pictures have been drawn of the consequences arising therefrom.

"In Failsworth," says Thomas Hayes, "there were no employers who kept 'truck' shops. The nearest approach to that was Jonathan Walmsley, the brother of Harry Walmsley, the owner of Firs (Gladstone) Mill, who kept a shop on the canal bridge, nearly opposite the Failsworth Town Hall. But there were plenty of 'tick' shops. There was probably not a shop in the district that did not give 'tick.' In fact, a shop could not exist that did not give credit, and this was one of the greatest difficulties the society had to overcome."

A reference to the nature of the employment in the district at this time is also interesting. "The bare bold summits of the Derbyshire and Yorkshire hills," wrote a visitor to Newton Heath in 1850, "still look down upon the heath as of old, but the two valleys (the Medlock and the Moston) have been invaded by dye-houses, bleaching grounds, sizing works, mills, and factories; and the heath itself is almost covered with churches, chapels, schools, workshops, silk mills, timber yards, and cotton factories. . . . The manufactures are extremely varied, the chief, however, being cotton, silk, hosiery, and lucifer matches. The factories are many of them large. Messrs.

Thos. Hayes, M^r.
 Contributions to the
 Fairbairn Cooperative
 Society. Shares O.P.C.
 paid each, payable
 by instalments of Not
 less than 3^d per week.

1859
 Feb^y 19 Entrance for J.H. " 1 "
 19th Contribution J.H. " 2 "
 March 5th " " J.H. " 2 "
 19 " " J.H. " 2 6
 April 2nd " " J.H. " 2 6
 9 " " J.H. " 2 6
 Grand Total 11 6

1859 Brought forward. 11 6
 April 16 Contribution J.H. 1 6
 May 14 " " J.H. 1 "
 July 9th " " J.H. 12 "
 Oct 15th " " J.H. 5 "
 1860
 Jan 2 " " J.H. 3 4
 Apr 10 " " J.H. 2 6
 1861
 Feb 9 " " J.H. 6 2 4
 May 30 Contribution for J.H. 1 4 "
 13 4
 13 4

1861

Taylor employ a vast number of hands, and the mill of Messrs. Walmsley is one of the finest in external appearance in England."

"The throwing mill of Taylor, Pearson, Harrop and Co. (in Newton Street, Newton Heath), erected in 1826 and enlarged in 1832, was one of the most extensive in the country, and upwards of ten thousand persons were dependent upon it. There were over 23,000 spindles, and over 800 persons engaged in the various processes. Over 1,500lbs. of silk were thrown per week, and the company employed four other firms in throwing.

"In 1824 Mr. Pearson, then one of the firm of Taylor and Pearson, of Manchester, brought the first Jacquard machine from France to Manchester.

"At the great exhibition of 1851, one of the most valuable pieces of silk woven with a Jacquard loom was produced at Henry Walmsley's factory in Failsworth. The design required 84,000 pattern cards, and six out of 600 Jacquard looms in the factory. The piece was a table cloth, twelve feet eight inches by seven feet two inches. In the centre was shown the Crystal Palace. The side borders represented Europe, Asia, Africa, and America, by a horse, camel, elephant, and reindeer, laden with produce, proceeding towards Britannia, who sat in a state barge, holding an olive branch in her right hand. The end borders had the British coat of arms. The colours were gold, green, and crimson. Both Harrop, Taylor, and Pearson, and Henry Walmsley took prizes at the exhibition."*

"Formerly the bulk of, the hand-loom weaving in Failsworth was done at Wrigley Head. The manufacture of beaver hats was also carried on there. The old, dusky, brick-built loom-houses and weavers' cottages still show the large window spaces made to give light for weaving by, and these are filled with the numerous small squares of glass inserted for economy's sake at a time when a tax upon every square foot of glass made it cheaper, in case of breakage, to insert a small pane than a large one. In this quarter, too, may be seen the old 'hat shops,'

* Fielding's "Rural Hist. Gleanings," pp. 145-163.

one storey in height, and adorned with a short chimney stalk, where, a little over fifty years ago, before the introduction of silk hats, an active trade was done.”*

In 1859 handloom silk weaving was still the staple industry in Failsworth, but for the previous twenty years it had been steadily declining, and owing to the constantly increasing application of “Owd Ned” (the steam engine) the hand loom had become a very precarious source of a livelihood, and many of the younger men left it for some occupation yielding a regular and constant weekly income. The carefulness and economy displayed by the housewife was of a kind almost unknown to the present generation. Even after the stores began it was not a very unusual circumstance for some child with a wizened face to get its chin on the counter and ask for “a farthin’ kangle, un a farthin’ out.” The tale was told of a mechanic, who had come to reside in Failsworth temporarily while engaged in putting machinery into some mill, and who gave his wife 32s. to carry on the household for the week. She showed it to a neighbour and asked how could she be expected to keep the house going with that? The neighbour studied a bit and said she would be puzzled to know what to do with 32s., but if she had the odd 12s. she thought she could manage.

At the outset the members did not entertain any great expectations as regards dividend.† For the first year or so of the society’s existence they were glad to sell anything to turn the “honest penny.”

White sand at a halfpenny a pint; rubbing stones at three a penny; buttermilk, oatcakes, &c., were amongst the articles sold over the counter. Dealing in rags and bones was also suggested by an eccentric friend.

Having very limited means at command, and realising the necessity of economy in every direction, it was not thought prudent for some time to go to the expense of buying a daily paper. Eventually the committee decided

* Percival’s “Failsworth Folk and Failsworth Memories,” p. 6.

† One lady (the wife of William Barlow) could not for a time be brought to believe that there was any benefit in a dividend, and averred that she would have “nowt as a shopkeeper ull give.”

to purchase the *Manchester Examiner and Times* on Tuesdays and Fridays. This was objected to shortly after its commencement. A member caught the shopman looking at some other part of the paper than the market reports, and reported the incident to the committee and suggested that the paper should be discontinued. This advice was not, however, adopted.

The payment of the committee was also an accidental matter for some time. They, as well as the officials, rendered their services voluntarily at the outset, but afterwards a sum was voted to them at the quarterly meetings. The amount depended upon the result of the quarter's workings. On one occasion the profits were so small that the committee agreed amongst themselves to forego their fees, which at any time were never very large.

The members' meetings were held in the room over the shop in Brown's Buildings. It was really a store room, but on meeting nights the sacks of flour, &c., were pushed into the corners in order to make room.

The society's operations were not regarded favourably in every quarter; the opposition showing itself in a variety of forms. This was, of course, an experience which every society had to pass through. A certain cheesemonger in Shudehill refused to have anything to do with it, although the committee were prepared to give a large order, namely, *for *two whole cheeses*. Then, again, the society was looked upon with suspicion by many of the inhabitants of the immediate neighbourhood. For some reason it did not make much headway about Dob Lane. The people associated with the Dob Lane chapel,

* Two or three years later the society began to buy cheese in larger quantities. William Cheetham ("Billy"), a carter, of Holebottom, and one of the early members, had been in Wales to buy a horse and had stayed at a farm house, where he saw some very good cheese as he thought. On arriving back at Failsworth he reported the fact to the committee, who sent James Clough and another member to make an inspection. They stayed in the district a day or two, and made a purchase before returning home. There were, however, no repeat orders; there being a good deal of chaff about having to go into Wales to buy cheese. James Clough died in 1866, he being the first victim of a serious epidemic of typhoid fever which raged through Failsworth at that time.

with few exceptions, held aloof from it. This was so marked that the Rev. Joseph Freeston (minister at Dob Lane from 1858 to 1864) publicly complained before the congregation that they were allowing works of public usefulness to be accomplished entirely by Freethinkers. This reverend gentleman was a constant friend to the society and an ardent supporter of its educational efforts long after his removal from Newton Heath.

Apart from opposition of various kinds outside the society, difficulties were occasionally created by the action of a few of its own members. The most serious form of these was when a member, with a comparatively large sum invested in share capital, gave notice of withdrawal. The society had not then any surplus capital, and some alarm was caused if a member gave notice of his intention to withdraw even so small a sum as £20. As a matter of fact, in the early days every penny of the share capital was absolutely required for the business. Two typical instances may be quoted. On one occasion, when a member who had fallen out with some of the committee intimated that he was going to withdraw his investment of £20, several of the members agreed to advance the amount required. At another time a member with a much larger deposit got it into his head that it was not safe. Similar arrangements were made by which he might be repaid, but when he found that his money was there his confidence was restored, and he allowed it to remain.

The amount of each member's purchases was first entered in a book, but almost immediately afterwards a system of using tin checks, representing pounds, shillings, and pence, respectively, was adopted, and continued for some time.

The society had not been long in existence before some differences arose between the committee and John Taylor, the shopman. It ended in him leaving their employ and starting an opposition shop about a hundred yards lower down the road on the opposite side. The premises he occupied were of peculiar construction, and were previously occupied by John Corns. A drunken man coming along the road one day began kicking at the doors,

and shouting, "Old John Corns, four front doors and never a back." The property was pulled down several years ago. As John Taylor had been in the habit of giving credit, with, it is said, the tacit permission of the committee, some of his customers followed him, and this seriously affected the society's business. After a time it began to recover its former position, and when it was once more fairly on its legs the members' meeting agreed to a recommendation of the committee—"That the giving of credit be discontinued." In a few years the society had nearly all the ready-money trade in the district.

John Taylor's place as shopman was taken by James Taylor.

In the latter part of 1859 the people associated with the Swedenborgian Church at the higher end of Failsworth also began to pay attention to the co-operative movement. A meeting was convened in the school in Wickentree Lane for the purpose of forming a new society. The committee of the Failsworth Society sent a deputation to the meeting for the purpose of extending an invitation to join the existing society in place of starting one of their own. The matter was fully discussed, and the offer was accepted. The result was the establishment of the society's first branch in a rented shop at the corner of Shepley Street, in *New Road. On the opposite side of the road there then existed a licensed house called "The Gold Finder." It was so named in consequence of the Californian and Australian gold discoveries which were taking place about that time. These attracted attention in Failsworth, as in other places, and led to some of the inhabitants going to the diggings.

The shop was opened for business on Christmas Eve, 1859. Thomas Hayes was appointed the shopman, his place as secretary of the society being taken by Joel Whitehead, who held the position to July, 1861, when

* The Old Road from Manchester to Hollinwood took a line along Wrigley Head and Wickentree Lane, but in 1800-1804 the existing highway was constructed and is yet colloquially spoken of as the New Road.

he was succeeded by *Jacob Rydings. This shop very soon began to be known as "The Big Gun." In a very short time it did a much larger trade than the parent shop. The members' meetings were at one time held over the New Road shop, but not before 1863.

James Taylor, the shopman at Brown's Buildings, lived in Wrigley Head, and Thomas Hayes, the shopman at New Road, in Mill Lane. The two had to pass each other every day on their way to work, and they agreed, with the consent of the committee, to exchange their positions. Thomas Hayes was an enthusiastic Radical, and on one occasion displayed in the window of the shop in Brown's Buildings a poster printed in red ink. Robert Allen thought this was out of place, and brought the matter before the members' meeting. At his instance the objectionable poster was removed.

In addition to those who were in at the formation of the society, the following, amongst others, became members, some before and some shortly after the establishment of the New Road Branch:—Thomas Anderton, Joseph Allen, Festus Taylor, Charles Davenport, William Davenport, William Hall, Joseph Etchells, Henry Whitehead, William Eckersley, James Schofield, George Schofield, Joel Schofield, Peter Schofield, Richard Etchells, Ben Wilkinson, James Tweedale, William Taylor, William Clough, Aaron Whittaker, Robert Allen, sen., John Rydings, Jacob Rydings, John Smith, William Scholes, James Hall, Robert Allen, jun., Enos Hibbert, and Samuel Taylor.

The society's first printed balance sheet was issued

* Jacob Rydings was born in 1836, and in 1860 was appointed the headmaster of the New Church School in Wickentree Lane, which position he held until his retirement in 1899. Prior to 1860 the scholars were taught by two ladies. "Mr. Rydings belonged to the same family as Elijah Rydings, and his father, John Rydings, was given to poetry. His poems, when written down, he kept secure inside the bed on which he slept, but when he died a cruel fate befell his treasures. His bed, in a vigorous spirit of sanitation, remarkable in those days, was taken to the top of Wrigley Head and there burned, and, also, poor John's poems likewise perished in the flames. . . . In this instance it may be said only too truly, that 'his works did follow him.'"
(*Failsworth Folk and Failsworth Memories.*)

at the end of 1860, and gave the results of each quarter's workings from the commencement. It was a single page sheet, and is here reproduced :—

FAILSWORTH INDUSTRIAL SOCIETY.

Enrolled according to Law.

No. 1 STORE, DOB LANE, FAILSWORTH.

No. 2 STORE, NEW ROAD, FAILSWORTH.

In issuing the first *printed report of this society, the committee think it necessary to give a statement of its proceedings from the commencement in April, 1859.

We commenced on the 1st April, 1859, with fourteen members, and a subscribed capital of †£87. 7s. Quarter ending June there were seventeen members, and a subscribed capital of £98. 15s. 6d. Amount of business done this quarter was £362. 10s. 5d., on which a dividend was paid on purchases of 6d. in the pound.

Quarter ending September there were twenty members, and a subscribed capital of £100. 1s. Amount of business this quarter was £351. 17s. 6d., on which a dividend was paid on purchases of 6d. in the pound.

Quarter ending December there were forty-eight members, and a subscribed capital of £235. 15s. 6d., with a redemption fund of £4. Business during this quarter amounted to £558. 10s. 11d., on which a dividend was paid on purchases of 8d. in the pound to members and 6d. to non-members.

Quarter ending March, 1860, there were sixty members, and a subscribed capital of £314. 7s. 6d., with a redemption fund of £8. 2s. 2d. Business during this quarter amounted to £1,372. 19s. 1d., on which a dividend was paid on purchases of 4d. in the pound. The amount of business this quarter was augmented by the sale of butcher's meat, in addition to grocery ; but as it reduced us to the necessity of paying only 4d. in the pound, it was given up at the end of the quarter.

Quarter ending June there were sixty-one members, and a subscribed capital of £319. 19s. 3½d., with a redemption fund of £8. 6s. 1d. Business during this quarter amounted to £681. 0s. 8d., on which a dividend was paid on purchases of 6d. in the pound.

* In 1898 the only copy known to be in existence was in the possession of Joseph Allen, and this cannot now be traced.

† The bulk of this amount belonged to John Taylor, the shopman, and one of the partners in the shop taken over by the society. He had agreed to subscribe the value of the stock.

Quarter ending September there were sixty-four members, and a subscribed capital of £341. 3s. 5½d., with a redemption fund of £9. 5s. 8½d. Business during this quarter amounted to £695. 18s. 7d., on which a dividend was paid on purchases of 9d. in the pound to members and 6d. to non-members.

QUARTER ENDING DECEMBER, 1860.

DR.		CASH ACCOUNT.		
		£	s.	d.
To Balance in hand.....		35	17	11
„ Members' Contributions		27	5	2½
„ Entrance Fees		0	8	0
„ Empty Sacks, &c.		6	13	10
„ Rent, Gas, &c., at No. 2 Store		1	9	4
„ Received for Goods, No. 1 Store....		410	7	8
„ „ „ No. 2 Store....		403	4	10
		£885	6	9½
		CR.		
		£	s.	d.
By Cash Paid for Goods		753	6	4½
„ Wages		30	6	0
„ Shares Withdrawn.....		8	2	6
„ Sundry Expenses		0	8	7
„ Carriage.....		7	14	4
„ Rent		7	0	0
„ Fixed Stock		5	10	5
„ In Treasurer's Hands		72	18	7
		£885	6	9½
LIABILITIES.				
		£	s.	d.
To Members' Claims		360	5	4
„ Redemption Fund		14	2	1
„ Interest on Paid-up Shares		4	7	11
„ Owing for Goods		17	4	5
„ Balance of Profit		26	17	8
		£422	17	5
ASSETS.				
		£	s.	d.
By Goods in Stock at No. 1 Store.....		170	13	2½
„ „ „ No. 2 Store.....		102	5	10
„ Fixed Stock		59	5	5½
„ Shares in Rochdale Corn Mill Co....		17	14	4
„ Cash in Treasurer's Hands		72	18	7
		£422	17	5

PROFIT ACCOUNT.

	£	s.	d.
Dividend to Members, £237. 10s. at 1s. 2d.	13	17	1
„ Non-members, £270 at 8d....	9	0	0
Redemption Fund	1	14	5
Depreciation of Fixed Stock	2	6	2
	<hr/>		
	£26	17	8
	£	s.	d.
Balance brought down	26	17	8
	<hr/>		
	£26	17	8

Number of Members, 75.

In addition to the dividends on purchases, there has been interest paid quarterly on all paid-up shares after the rate of 5 per cent per annum.

Total amount expended on Fixed Stock since commencement.....	£70	6	0
Reduced at different times by.....	11	0	6½
	<hr/>		
	£59	5	5½

NOTICES.

Persons wishing to become members may obtain all necessary information from either of the shopmen at the stores.

The shops close on Friday and Saturday evenings at ten o'clock, and on other evenings at nine o'clock.

Purchasers are requested to return their small cheques on Mondays, Tuesdays, Wednesdays, or Thursdays, when they amount to twenty shillings, and exchange them for a pound cheque.

The members meet at No. 1 Store on the first Saturday in every month, at half-past seven o'clock.

The dividends are declared at the quarterly meetings of members, which take place on the first Saturdays in February, May, August, and November.

All members are requested to return their contribution books to either of the stores, on or before the second Saturday in March, to be compared with the secretary's book.

Audited and found correct by

WILLIAM HALL.
JAMES TWEEDALE.

The butcher's shop referred to in the quarter ending March, 1860, was next to the grocer's shop in New Road. Henry Ogden (better known as "Punch") was the butcher and did the killing. "I well remember," says Mr. Hayes, "that at first I had to go out into the highway on slaughtering days to avoid the awful thud. After a

while, however, I could hold the rope which held the animal's head in position. Such is the power of education." Butcher's meat was also taken down to be sold at the shop in Brown's Buildings, and on one or two occasions the unsold portions were brought up to the members' meeting to be there disposed of. One great cause of the loss in this department was that some of the members never made their purchases until late on Saturday nights, with the intention of getting the meat cheaper. The butchering business was continued by a man of the name of Ogden, who paid the society a rent for the premises.

The balance sheet contained several interesting features. It is there shown that in the quarter ending December, 1860, the non-members' purchases were in excess of those of the members. Again, the example of the Rochdale Pioneers was followed in setting aside certain small sums to a Redemption Fund* and to the reduction of fixed stock, showing that due attention was being given to the financial stability of the society. Another feature of note is that at so early a stage in its existence the society had invested the sum of £17. 14s. 4d. in co-operative productive enterprise—the †Rochdale Corn Mill.

In 1861-2 the employés were given a weekly half-holiday, the shops being closed on Tuesday afternoons at two o'clock.

The rules of the society were re-registered on November 14th, 1862, when the officers were as follows:—

Trustees: James Taylor, Josiah Etchells, James Schofield.

* Rule 20.—“There shall be a fund, called the Redemption Fund, the same to be security that all shares shall be paid back in full; in which fund shall be deposited all sums given by persons who may wish to encourage the objects for which the society is founded; and all fines, of whatever description, to be placed in the said fund. And that the usual quarterly meetings of members vote out of the net profits such sum per share to the Redemption Fund as they may think advisable.”

† The Rochdale District Corn Mill was established in 1850, it being the outcome of a discussion at the Equitable Pioneers' meetings. By the end of 1852 fifty-two co-operative societies traded with the mill.

Committee : Joseph Allen, William Barlow, Peter Schofield, Robert Allen, sen., Thomas Anderton, Aaron Whittaker.

Arbitrators : John Rydings, James Taylor, sen., John Smith, William Scholes, James Hall.

Auditors : Peter Schofield, Robert Allen, jun.

Manager : James Taylor.

Treasurer : George Schofield.

Secretary : Jacob Rydings.

Trustees were then required by law, and had certain responsibilities in case of liquidation or winding up, but that never came. Arbitrators were to settle disputes in case of anything of importance arising, but their services were never required.

The balance sheet for the quarter ending October 6th, 1862, contained the following paragraph :—"The committee, in submitting to its members this report, think that it cannot but be a matter of surprise to find that the receipts have amounted to the sum of £1,165. 5s. 8½d., when we take into consideration the unparalleled distress at present unhappily existing; and we feel assured that this must be cheering to all, and a proof that the principles of co-operation have so far taken root in the district that nothing but the utmost necessity will cause it to be abandoned." On this particular balance sheet the names of James Brierley and Luke Pollitt appeared as auditors.

The "unparalleled distress" above referred to was mainly the consequence of the Cotton Famine.* A branch of the Manchester Relief Committee was formed at Failsworth, the †Rev. J. H. Delamere, the rector of Failsworth, being the chairman. The method of giving relief was to

* "Then it was predicted that co-operation would stop spinning like a top, when the momentum of working class prosperity was withdrawn."—*History of Rochdale Pioneers*.

† The Rev. J. H. Delamere, B.A., was the first Rector of St. John's, Failsworth, which was consecrated on November 26th, 1846, by the Bishop of Chester, within whose diocese Failsworth then lay. For some time the church was without a spire, which gave rise to the following bit of doggerel, which was attributed to "Calico Jack," a pedlar, and a character of some notoriety in his day :—"Failsworth township, a queer people, an Irish parson, and church 'bout steeple." (*Failsworth Folk and Failsworth Memories*.)

distribute tickets, known as "Dow" tickets, authorising the holder to receive commodities to a given value. *The Failsworth Relief Committee, which included many shopkeepers, did not allow the poor people to exchange their tickets for goods at the stores; they must take them to the private shops. As soon as this was brought to the notice of the society, Thomas Hayes, Joel Whitehead, and another of its prominent members, went to Manchester to see Dr. John Watts, who was a member of the Central Relief Committee, and was well known in Failsworth. After the next meeting of the Manchester Committee the holders of the tickets could have them exchanged at the stores if they wished.

Shortly after the issue of the report from which we have just quoted, Dr. Watts and Abel Heywood came up from Manchester to address a public meeting arranged by the society. On that occasion Jacob Rydings, the secretary, stated that probably the Cotton Famine had been beneficial in the sense that it had taught people the necessity of going to places where they could get the best value for their money.

* The Failsworth Relief Committee (J. H. Delamere, chairman; Jas. C. Clark, honorary secretary; auditors, John Stott, Joseph Hall, and Joseph Lancashire) issued a balance sheet from 1862, June 7th, to 1863, April 15th, showing total receipts £3,371. 7s., besides large contributions in useful commodities. Average expenditure per week £61. 8s. 4½d., balance £607. 10s. The Mansion House Fund contributed £1,710, the Central Relief Committee (Manchester) £1,213, local subscriptions £249. 16s., which, however, does not represent more than a small part of the practical sympathy of both high and low. General relief cost £1,642, sewing class £261, clothing £563, coal £100, children's schooling £69, and Christmas dinner and tea party £64, which was specially given by the Mansion House Fund. The expenses were only £63. A copy of this record of a terrible period is preserved by Jacob Rydings, who had periodically to send to the committee a statement of the school fees owing on account of scholars attending his school (History of Newton Chapelry). The name of Charles Knott does not appear on this document, although most of the secretarial duties were performed by him.

Many articles of clothing which in the eyes of the inhabitants had a curious appearance were worn at that time. One man received a pair of trousers with buttons down the front, a style up to then not much seen in Failsworth, and it is said that he first put them on with the buttons behind.



CHAPTER III.

1863—1866.

UNSUCCESSFUL CO-OPERATIVE FARMING—"THOUGHTLESS CO-OPERATIVE COW"—A GREAT DROP IN THE DIVIDEND—BRANCHES AT WATCHCOTE AND DAISY BANK—FAILSWORTH WATCH-HOUSE—ESTABLISHMENT OF THE CENTRAL STORES—PAPER CHECK SYSTEM INTRODUCED—SMALL GRANTS FOR EDUCATIONAL PURPOSES.

THE society's rules were amended on June 9th, 1863, but in what way we cannot ascertain.

On July 8th, 1863, the "Self-Help Industrial Co-operative Society Limited" was registered. Mr. Holyoake's account of this society* is as follows:—

They bought two cows, half-a-dozen pigs, reared several hatchlings of ducks, and bred a number of rabbits. They planted potatoes, cabbages, turnips, and various kinds of vegetables, besides wheat, oats and vetches. But the work was uncouth to them. They had not the practical knowledge and physical qualifications among them necessary to command success. They had the misfortune to lose a cow, which proved a death-blow to their enterprise, as they never numbered more than seven members, the lowest number recognised by law, and their means were too limited to bear the strain to which this thoughtless cow subjected them. So the farming society at Failsworth died with the cow. They called it in reporting language, "succumbing to the force of circumstances."

The farm was situated in Wilson Lane (now Moston Lane), New Moston, and contained nine statute acres.

* "History of Co-operation."

The new society was financed entirely independent of the Failsworth Industrial Society, but its members were among the main spirits in the latter. The seven subscribers were Thomas Hayes, Joel Whitehead, James Taylor, Thomas Anderton, William Barlow, Robert Barlow, and Robert Berry. Joel Whitehead was the secretary. The idea of the promoters was that if every seven people took a farm, the troubles arising from the Cotton Famine would soon be settled. They grew some grand potatoes, by getting the largest they could for sets, and planting them whole. William Barlow and his daughter were the first occupants of the farm. William Barlow used to deliver the milk, and came down Oldham Road as far as Dob Lane until the milk was all sold. He carried it in two large cans, attached to each end of a wooden lever slung over his shoulders.

William Barlow and his daughter were succeeded by Thomas Anderton and his wife. Anderton was very enthusiastic in this business, and "worked like a Trojan." When the farm was first taken there were between two and three acres sown with wheat, and the conditions were that the society should reap the crop and divide the produce between the members and the owner of the farm. The crop was a very good one, and a steam thresher was engaged to thresh the wheat from the straw. The farm was visited by a large number of people, including many critics. "Some of those who had never lifted a finger or devoted an hour towards the spread of co-operation were loud in their condemnation of the action of the society in hiring this machine. They ought, it was said, to have engaged the poor people in the district to do the work." The retort was made that the machine did the work much more economically; and that the Farming Society, having found the money, were at liberty to judge for themselves. When the cow died the members came to the conclusion that it was no use putting silk weavers to agriculture, and they decided to wind up and divide the assets amongst them. Joel Whitehead, who was also one of William Barlow's successors at the farm, got a garden spade and a small garden fork. Each of the members lost £20. Some of them had to pay small instalments for a consider-

able time to make up their share of the loss, but they took their trials and disappointments manfully.

At the beginning of 1864 there was a great commotion. The quarterly dividend had gradually increased in amount up to 1s. 6d., and even beyond that figure in the quarter ending October 6th, 1863. In the following quarter the dividend went down to twopence in the pound, which was the lowest dividend ever paid by the society. Prior to that time it had been the practice to take the stock at selling price; a certain percentage, which was supposed to cover the dividend and working expenses, being afterwards deducted. There came to be a feeling that there was a danger in that kind of stocktaking, and that there was a liability to increase or reduce the percentage taken off in order to show a satisfactory dividend. The matter was discussed at the members' meetings, and finally it was resolved to value the stock at the actual prices paid. This made a considerable difference in the "value," which had the effect of reducing the dividend to the amount stated. "Rome was not built in a day," and the Fails-worth Society did not hit on all the best methods at once. Festus Taylor, of Woodhouses, was one of the small number who were not disturbed by this low dividend. His wife had forgotten to take in her checks.

Some of the members were very wroth, and Ben Wilkinson probably received the greatest share of the blame. There were, however, others who were equally instrumental in bringing about this reform. One good lady—Mrs. Warhurst—went home in a rage, and getting her checks out of the cupboard, threw them on the floor. She, also, proved to be a very good member and a "right good soul."

In 1864 the society opened a new branch at *Watchcote,

* The part of Failsworth known as Watchcote derived its name from the Watch-cote or Watch-house at the corner of Back Lane. Failsworth No. 2 Towns Book (in the possession of the Overseers) contains the following account of charge of erecting Failsworth Watch-house in 1691 :—

	£	s.	d.
Paid James Marler for bricks	1	0	0
" " " slate	0	6	8
" Mr. Jenkinson for leading brick	0	10	0

nearly opposite the Bethel United Methodist Church. The members about Watchcote seemed to have thought that it was too far to go either to the shop in Brown's Buildings or to New Road. At the time, it was suggested that the land at the corner of Back Lane (now Ashton Road West) should be bought and stores erected, but after consideration it was decided to rent the premises named. That such an extension was justified was proved by the increased trade, it being stated in the report for the quarter ending June 9th, 1865, that, whilst the sales at the society's other two shops had increased, the sales at the Watchcote Branch amounted to £460. 9s. When the Watchcote premises were acquired the members' meetings were held there.

About the middle of 1865 there was an agitation for a co-operative store in the neighbourhood of Culcheth. Robert Travis, of Botany, was one of its advocates, and the way in which a branch came to be established was described by him as follows:—"Eighteen of us had a meeting, and we got a chap from Salford to explain to us all about this co-operation. He told us that if we could get a trade of £36 per week we could make a dividend of 3s. 6d. in the pound. We made up our minds to go and see the Failsworth Society and ask them if they would start a branch. They received us with open arms, and agreed to do so. If we had kept it to ourselves what would the 'divi.' be now?" Mr. Travis evidently thought that it would have increased to the same extent

		£	s.	d.
Paid	John Clough for bricks.....	0	5	0
	„ to brickmen	0	8	0
	„ Slaters	0	4	1½
	„ Carpenters	0	2	0
	„ Mr. Wroe for spars	0	4	0
	„ Ironwork	0	2	0
	„ Edward Hilton	0	5	6
	„ John Clough for wood	0	2	0
	„ Nails and laths	0	2	8
	„ Lime of George Smith	0	0	6
	„ A day work of Jno. Hardman	0	0	10
	„ Ralph Smith for leading slate	0	2	0
Total amount		£3	13	3½

as the trade had done. Prior to this the society had a number of members in that quarter, who had to go along Long Lane and across the canal footbridge at Bark Walk in order to get to the shop in Brown's Buildings. The new branch was situated at the corner of Droylsden Road and Daisy Bank, the premises being rented from Dr. R. G. Gornall. Thomas Hayes was turned into the shop with a lot of stuff, and told to open it on a certain day. The shopmen at the other branches spent their weekly half-holiday in assisting Mr. Hayes to make up the goods ready for sale. The place was opened for business on December 27th, 1865.

In 1865 it became known to the committee that the land on which the oldest part of the present central premises are built could be bought. A meeting was held over the Watchcote stores, and the members gave the committee power to purchase. Jonathan Booth, of Newton Heath, was the owner. There were two old cottages on the site, standing a little lower than the road. The end house (at the corner of what is now known as Ridgefield Street) was occupied by Jenny Booth, who kept a mangle. The adjoining canal lock was known as Jenny Booth's lock. "Old Crib" lived in the other cottage, and sold tripe, fish, green peas, &c. The price paid for the land was threepence per yard, twenty years' purchase, in addition to the payment of an original perpetual chief rent of one penny per yard. At a general meeting of members on January 16th, 1866, it was resolved to build a central store on the site. Plans and specifications were submitted at an adjourned meeting, and adopted. The two old cottages were pulled down, and grocery and drapery shops erected with a joint entrance. At the end of the site nearest Newton Heath two cottages were erected, one being afterwards occupied by James Taylor, and the other by Thomas Hayes. The cost of the buildings was about £1,000. In the balance sheet for the quarter ending July 17th, 1866, it is stated that "when the shop and cottages now erecting in Dob Lane were first commenced, it was thought that we should have to withdraw largely from our investments in the Corn Mill and Wholesale Societies (amounting in the aggregate to

about £750) in order to meet the payments for the building ; but subscriptions have flowed in so freely, that not only have we been able to meet all demands without reducing our investments, but we have been able to purchase a larger stock than usual, and yet have a good balance in the hands of our treasurer."

The new shops were opened on October 31st, 1866. The shops at Brown's Buildings and Watchcote were then given up, and the two businesses concentrated at the central premises. The society's office and meeting-room were also transferred to the same place. James Taylor had hitherto been buyer and manager as well as having charge of a branch, but the committee now felt justified in arranging for him to be relieved of the duties of shopman, so that he could devote the whole of his time to the work attached to the former positions.

The working of the metal check system not proving satisfactory, the attention of the committee was directed about the year 1866 to the question of finding a more efficient substitute. Many suggestions were put forward. Ben Wilkinson recommended the use of paper checks, and in this he was backed by a number of others. It seemed to be thought, however, that such a system would entail too much labour and care on the part of the shopmen. In consequence of the persistency of its advocates, Joseph Allen and Joel Whitehead were sent to make inquiries at Hyde, where paper checks were in use. Their visit was marked by an incident which became impressed on their memory. Joel Whitehead had some relatives in that place, and when the deputation went to see them they found that they had just returned from singing in the streets in order to provide the means to live. But, although in such straits, they heartily welcomed their visitors, and entertained them with new muffins, cheese, and milk. The report supplied by the deputation being satisfactory, the paper check system was adopted. The checks were a little larger than those in use before the present system was adopted, and the gummed blank sheets supplied to members held two rows.

In August, 1866, the members decided, on the recommendation of the committee, to devote out of the profits



CENTRAL STORES AND REGISTERED OFFICE.

the sum of £10 towards the formation of an educational fund, and after this date other small grants were from time to time made to the fund. These grants seem to have been expended in getting the services of Mr. Holyoake and other well-known co-operators at annual tea meetings and other gatherings.





CHAPTER IV.

1867-1868.

FACTORS DETERMINING DIVIDENDS—A BRANCH AT NEWTON
HEATH—WATCHCOTE FIFTY YEARS AGO—A FULL TIME
SECRETARY—THE VILLAGE SHOP—BEGINNING OF THE COAL
TRADE—SURPLUS CAPITAL—A READING-ROOM AT THE CENTRAL
—NEW PREMISES AT NEW ROAD—ELIJAH DIXON—REVISED
RULES PERMIT EDUCATIONAL GRANTS—JOEL WHITEHEAD
PRESIDENT—SOME OLD MINUTES.

THE committee of the society, in the twenty-ninth quarterly report, for the quarter ending January 15th, 1867, stated :—

Your committee, in submitting this report for your perusal, think that the facts and figures therein contained are sufficient evidence of the prosperity of the society. The capital of the society is £3,703. 10s., being an increase during the quarter of £509. 5s. 5d. The cash received for goods sold in the quarter amounts to £4,580. 3s. 3d., or more than was received in last quarter by £356. 19s. 8d. The number of members is 686, being an increase of sixty-six during the quarter. The profit is £373. 7s. 1d., which will give a dividend of 1s. 9d. in the pound on members' purchases and 10d. on non-members'; and, after devoting £27. 2s. to the reduction of fixed stock, will leave a balance of £6. 2s. 9d., to be disposed of as the general meeting may think proper. The question has often been asked—How is it that this society cannot pay as large dividends as other societies in the district, some of which are doing less business than this is? There are three ways of making large dividends, viz.:—By good management, by little working expenses, or by putting large profits on the wholesale value of the goods sold. If large dividends arise

from either of the two causes first mentioned—good management or little working expenses—then they are a real benefit to the purchaser; but if they are caused by having large profits put on the goods sold, then the advantage is only a seeming one. Hence, then, in comparing the dividends of one society with another, it is important to know the amount of profit which each puts on the wholesale value of the goods sold. The retail price of the goods we have sold this quarter exceeds the cost price by 2s. 9½d. for every 20s. Allowing 6d. in the pound for waste, &c., in retailing, which is the amount of ours for this quarter, and which is acknowledged to be a fair allowance by those societies whose accounts are so kept as to show the amount of waste; also 6½d. for working expenses, we get 1s. 9d., which is the amount of our dividend. But as the checks that have come in do not amount to as much as the receipts, consequent on not paying a dividend on *sugar, we have, therefore, a balance left to devote to the reduction of fixed stock, &c.

The committee, therefore, think the society is worked as reasonably and as efficiently as most societies, and that the dividend, whatever that may be, is what the society has honestly and justly to dispose of, and more than this ought never to be required.

On February 27th, 1867, the Newton Heath No. 1 Branch was opened, a shop at the corner of Oldham Road and Wellington Street being rented for the purpose from John Stott. On the opposite side of the road the offices of the Newton Heath Local Board were then located.

The society had now grown to such comparatively large dimensions that it became necessary to have a secretary to devote his whole time to the duties. †Jacob

* The practice of paying no dividend on sugar was continued until June, 1873, although it interfered somewhat with the complete check on the receipts. It was the general custom in the district to sell sugar at little or no profit and the society was forced to do likewise, but to prevent anybody taking advantage of them they paid no dividend on this commodity.

† Mr. Rydings received the relatively handsome salary of 27s. every three months for his services as secretary. Before the society could afford to buy a safe he had many an anxious time when going home with the cash up the lonely Walmsley Brow, and sometimes he thought it safest to desert the highways for the bye-ways. Ben Brierley, speaking at the Failsworth Liberal Club in April, 1889, in describing the neighbourhood of Walmsley Brow as it was not very much more than fifty years ago, said "No prettier place can be conceived than was this section of Manchester Road from Watchcote to the canal bridge before the vandals laid their hands upon it and transformed a grand avenue of trees,



WELLINGTON STREET BRANCH AND FURNISHING DEPARTMENT.

Rydings, who had been the secretary since 1861, and whose services were held in high repute, was invited to take the position. His duties at the Wickentree Lane School had, however, been so efficiently performed that the school authorities were very unwilling to part with him. Mr. Rydings decided to stick to his school, whereupon the committee once more appointed Thomas Hayes as secretary. In case his duties did not occupy the whole of his time, he was expected to make himself generally useful. He did this by attending and serving in the drapery department, behind which the office was then situated.

The balance sheet for the quarter ending *July 16th, 1867, contained four pages. On the last page attention is drawn to the fact that, "As a great many of the articles sold at the society's stores cannot be convenient to view, it has been thought advisable to give in this place a list of such articles as are not usually in sight." Figs and fire shovels, lard and lime blue, mints and magnesia, worm cakes and candied peel, castor oil and sandpaper, Spanish juice and pickling spice, corks, hops, pipes, snuff, pickers, wheel string, penny cords, gum arabic, &c., could all be had at the stores. The society also about this time began to deal in coals from the Albert, Bower, and Moston pits. The trade prospering, the members were informed, on a subsequent balance sheet, that, "besides selling coals, the society is now prepared to deliver them, having provided a horse and cart for that purpose." In this quarter

with its vista beyond lost in the skies, into heaps of bricks and a cricket ground. Our poverty in the past was somewhat compensated by the presence of natural beauty and our crust was all the sweeter because eaten amidst the quietude of the summer landscape instead of the whirl and the roar of busy life. What sight could have been prettier than the array of white wallets of the hand-loom weavers as seen on this slope from Watchcote when on the 'bearin'-whom' errands? A quarter of a mile distant you could have heard a footfall. The land on each side of the road was so rich that it grew three crops of grass a year. Now, it can only produce brickbats; or to put the matter in its best light, clusters of cottages, a Town Hall, and a Liberal Club."

* All the balance sheets prior to this date appear to have been destroyed.

the sales were as follows :—Central, £1,777. 15s. 10½d. ; New Road, £1,573. 13s. 11¼d. ; Daisy Bank, £1,003. 1s. 6d. ; Newton Heath, £613. 16s. 4½d. Three months later the members were informed that “Our capital has increased £398. 2s. 5d., and with the surplus funds at our disposal the building of cottages is in contemplation.” The society then kept a dog and paid 5s. for a dog license, the dog being sometimes employed “in the protection of goods on the lurry.”

On Monday, December 16th, 1867, a reading-room was established in connection with the Central Stores. It was first on the ground floor, but was afterwards removed upstairs, being entered from Ridgefield Street. A rope was placed on each side of the stairs to aid people in passing up and down. The lower room was then occasionally let to the Failsworth Reformers' Union for the usual council meetings at the rate of 6d. per night. Miss Wrigley made an application to use the same room for a dame's school, but it was not entertained. A few months later it was decided to utilise it as a store room. The reading-room was provided at the request of a number of members as an alternative to getting their news from public-houses. The committee at the outset reported that “there is every prospect that the members will avail themselves of the means of instruction thus placed before them.” This was not found to be so in practice. For a long time very little use was made of the room. There were no funds wherewith to pay any person to take care of it (in one quarter only 10s. 9½d. was allocated for educational purposes), and the consequence was that it became the rendezvous of some of the rough lads of the locality. In 1868 draughts and chess were provided in the reading-room, but they were taken out at the end of the year, a warning that “unless there be less noise at the draughts table in future the draughts boards and chess boards will be removed” proving ineffectual. It was a regular item in the minutes of the general committee of those days, “That the following youths . . . be allowed a free pass entitling them to be admitted to the reading-room,” and occasionally there was a minute solemnly recording that some youth had been deprived of

his pass for misconduct. The names of all the persons who had passes were posted in the reading-room, and when a pass was withdrawn the name was struck out, and the offence entered opposite it. The reading-room was opened on Sundays, but if nobody was there it was locked up. Any member could, however, obtain the key on application.

The balance sheet for the quarter ending April 14th, 1868, also contained a reference to surplus capital as follows :—"The directors have to congratulate the members on a further increase of business. The receipts for goods sold are £6,161. 16s. 0 $\frac{3}{4}$ d., being an increase on those of last quarter of £499. 15s. 5d. The share capital is now £6,314. 17s. 0 $\frac{1}{2}$ d., being an increase during the quarter of £770. 13s. 9 $\frac{1}{2}$ d. You will perceive that there was at the end of the quarter a large amount of cash in hand (the amount was £1,578. 7s. 3 $\frac{1}{2}$ d.), so large that it becomes a question of considerable importance—What are we to do with our surplus capital ? "

This was the natural result of public confidence in the society being thoroughly established. Many of the members became able to allow their dividends to accumulate and, again, no better way of investing money could be found. The interest paid (5 per cent per annum) was at least equal to what could be obtained elsewhere, and the security was abundant. Moreover, the investments were withdrawable practically whenever the money was wanted, the rule as to notice not being strictly adhered to.

On August 1st, 1868, the committee were empowered by the members "to mature a scheme for building cottages, on the basis of charging 6 per cent interest on money lent, the borrower to pay chief rent, repairs, taxes, &c., and that they be empowered to build a number of cottages forthwith, and report to the next members' meeting." Joel Whitehead, Thomas Anderton, and Emmanuel Hibbert were appointed a sub-committee to prepare a scheme. Two months later notices were posted in the shops announcing that "the committee is now prepared to receive applications for houses to be built," but for the time being there was little or no response.

In April, 1868, the committee informed the members that, "after considerable delay, unavoidable on our part, we have at length taken a plot of land in New Road for the erection of a new store and two cottages. The store is intended to be a plain brick building, similar in style to the one in Dob Lane. It will contain a separate room for drapery, and afford other increased facilities and conveniences for the transaction of business." The Building Committee consisted of James Taylor, Robert Barlow, Emmanuel Hibbert, Joseph Noar, and Amos Platt. The erection was superintended by Robert Stott, who had afterwards a dispute with the committee about the remuneration for his services.

The store was opened for business on November 11th, 1868, the event being celebrated by a tea party in the New Jerusalem School, over which Elijah Dixon,* of

* Elijah Dixon was born at Kirkburton-in-Wooldale, Yorkshire, on October 23rd, 1790, and died at New Moston on July 26th, 1876. Owing to reverses which had overtaken his father, at one time a well-to-do manufacturer, he removed when eleven years of age to Manchester, and tried his hand at sundry callings. From being a "scavenger" and then a piecer in a cotton mill he tried his hand at milk selling; was for a while a travelling pedlar; then a maker of pill boxes; afterwards match boxes, and then to making the matches they are filled with and dealing with the timber they are made from. It was against the hard political anomalies and tyrannies of his day that he early made himself felt as a power on the side of the people and as one to be dreaded by the Government of the day. He stood foremost among his fellows in the stormy days when political agitation meant to the agitators domestic suffering, possible imprisonment, and criminal prosecution. Having moved one of the resolutions in favour of universal suffrage, and taken part on behalf of the Manchester agitation for reform in 1816, he was arrested on the charge of high treason. He was first lodged in the New Bailey Prison, Salford, in a cell amongst thieves and burglars. He was removed in the dead of night to London, doubly ironed, and there brought before Lord Sidmouth at the Home Office. His characteristic reply was, "I am not guilty and I don't know who is." He was at length released from prison and returned home. Dixon, like O'Connor, had his hand in a land reform scheme. Every participator was to have a plot of land on which to build a house for himself, and to secure a vote for the election of members to the House of Commons. The land secured was situated at New Moston and was a considerable estate. The scheme was so large that it proved difficult to carry out, and in the failing enthusiasm and other circumstances which followed,

New Moston, was invited to preside. The profit from the tea party was applied to the reduction of rolling stock. Those shopmen who desired to attend the tea party were allowed to close their shops at four o'clock in the afternoon. A reading-room was also provided over the shop. The cost of building appears to have been about £927. When the new premises were opened, the rented shop at the corner of Shepley Street was given up, legal notice to quit having been previously given to Robert Lancashire, the agent.

The committee had a great deal of trouble in acquiring the site at New Road, and had frequently to consult Mr. R. D. Darbshire, solicitor. In due course Mr. Darbshire presented his bill for services rendered, when the committee passed the following quaintly-worded resolution:—"That the manager and secretary call on Mr. R. D. Darbshire to endeavour to induce him to deduct from his account those charges which appear to our minds unnecessary." Thomas Hayes did not like the job, but it had to be done. Whether they were successful in their mission is neither recorded nor remembered.

In 1868 the rules were revised for the second time. The revision committee consisted of Joel Whitehead, William Later, and Robert Wilkinson, jun., the latter acting as secretary. Their recommendations were adopted

many of the shares were offered for sale at a low price. These were bought in by Mr. Dixon, and though at the time the land was worth very little, it has since become a very valuable property. To such men as Elijah Dixon we co-operators, workers uphill in an unpopular movement, are ever indebted. Eminently useful; always fearless; less known probably than his distinguished nephew, Hepworth Dixon, yet not less useful through a very lengthened period to successive generations, his was a beacon life. The emancipation of labour, of the labourer and his class; the destruction of slavery; the great contests for the freedom of trade and the Anti-Corn Law League; the scenes of Peterloo; the abolition of the taxes upon light (windows), upon knowledge (books), and upon food; the unhappy wars in which we were engaged and the great sufferings which fell on the working population of the three kingdoms; and, unique among all, the agitation for the people's charter—these and many more are facts of sufficient gravity to mark an eventful age and a stirring life.—*Co-operative News*, August 5th, 1876.



NEW ROAD BRANCH.

at a special general meeting of the members held in the St. Mary's Catholic Schoolroom, Mill Lane, on July 18th, 1868, and on September 10th of the same year the new rules were registered. When the society was first formed, £100 was the maximum amount of share capital which any member was allowed to hold under the provisions of the Act of Parliament governing these and similar societies. The law was altered in 1862, and advantage was taken to amend the rules in this respect, and to increase the maximum to £200.

What was regarded as being the most valuable addition to the rules was one relating to the division of profits, permitting the members to vote out of such profits "Such sum as the members may think proper to be set apart for the purposes of instruction and recreation." The society had been doing this on a very limited scale for some time previously. When the draft of the original rules was sent to Mr. Tidd Pratt, the Registrar, for approval in 1859 it contained a similar clause, which was struck out. The same treatment was accorded in 1862.

The Rochdale Pioneers had this power, and the Failsworth Society could not understand why it should be withheld from them. We get the explanation from another source.* The Industrial and Provident Societies Act, 1852, had been amended in 1855, but in one respect altered for the worse, inasmuch as it prevented societies formed after it was passed "following the excellent example of Rochdale in regard to the application of profits, to establish newsrooms, libraries, and lectures, or other means of educating themselves." This restriction was removed by the Industrial Societies Act, of 1862.

One of the new rules enabled the committee to appoint a president annually out of its number. Prior to that it had been the custom for each members' meeting or each committee meeting to appoint its own chairman. At the committee meetings the members took the chairmanship in turns.

Joel Whitehead was on October 5th, 1868, elected the first president.

* Holyoake, "History of Co-operation."

At this time the committee consisted of Thomas Ander-ton, Emmanuel Hibbert, Joel Whitehead, Amos Platt, Abraham Whitehead, and Joseph Whitehead; Robert Barlow being the treasurer and Thomas Hayes the secretary.

The oldest minute book in the possession of the society dates from January 4th, 1868. Inside the cover are some special extracts apparently from an earlier book. We give three of these :—

February 1st, 1862.—“That no one be allowed to speak more than twice on any motion.”

February 19th, 1866.—“That the deeds of the property be kept in the safe, under the secretary’s key.”

January 5th, 1867.—“That sickness alone in the individual himself shall be considered a sufficient reason for a committee-man being late or absent.”

Some of the following extracts from the minutes of members’ or committee meetings are peculiarly interesting :—

February 1st, 1868.—“*Resolved*: That the letter of Mr. E. Vansittart Neale be considered as a correct interpretation of the spirit of Rule 27 for the ‘disqualification of committee-men.’”

This letter was as follows :—

January 3rd, 1868.

Dear Sir,—I do not think that a mortgage to, or the renting of property from, a member is such a contract as would disqualify him from being a committee-man.

The object of a rule of this nature I consider to be to prevent any committee-man from having any *private* interest *opposed* to that of the society, by making a profit out of them, of the extent of which the society is not or may not be aware.

But the interest paid on a mortgage, or the rent paid for any property, are known amounts, as to which all members of the society may judge whether they are reasonable or not, therefore I do not think they come within the reason of the rule.

I am, yours truly,

E. VANSITTART NEALE.

Mr. Thomas Hayes.

February 1st, 1868.—“That the committee be paid 9d. each for each ordinary committee meeting, only one such to occur in a week.”

May 2nd, 1868.—“That the committee would have acted more wisely by making more widely known that they were in want of a shopman.”

May 25th, 1868.—“That the boys assisting at any of the stores be paid threepence per week in addition to their wage, in consideration of mopping two steps of the store and other service of a like kind.” (This was rescinded at the next meeting, the reason not being stated.)

August 17th, 1868.—“That the servants and others who want to go to Belle Vue on Newton Wakes Monday be allowed the use of the horse and cart, if John Siddall will go with them as carter; 10s. 6d. to be paid by the party, 3s. 6d. of which will be for the carter's services, and 7s. for the society for the use of horse and cart.”

August 22nd, 1868.—“That three days' leave of absence be allowed to all the servants of this society, the time of absence to be subject to the approval of this committee.”

September 5th, 1868.—“That the device of the seal of the society be ‘Two hands clasped, encircled with the words, ‘Failsworth Industrial Society Limited.’”

September 14th, 1868.—“That Thomas Anderton be allowed the loan of his title deeds to the cottages in Mill Lane for a couple of days, in order to enable him to sustain his claim to a vote for a representative for South-East Lancashire.”

November 7th, 1868.—“That the servants and office bearers of this society be requested to meet the committee at the Central Store on Tuesday evening, November 24th. The object of the meeting to be an interchange of opinion on any matter relating to the better regulation of the society's affairs.”

December 5th, 1868.—“That all officers of the society be nominated at the general meeting next before the meeting at which the election is to take place, and that the names of all those nominated be posted at all the stores and reading-rooms of the society, not less than fourteen clear days before the day of election.”

December 7th, 1868.—“That the application for a loan on mortgage on property in Dukinfield be not entertained.” [Note.—The reasons for this resolution were that the full value of the property was asked for, and the property was too far away from the sphere of the society's operations.]



THE SOCIETY'S SEAL.



CHAPTER V.

1869—1871.

AMOS PLATT, PRESIDENT—POSITION IN 1869— BUILDING RULES—SURPLUS CAPITAL—A BRANCH AT MILES PLATTING—THE MURPHY RIOTS—SPECIAL CONSTABLES FOR NEWTON HEATH—OFFICE OF TREASURER ABOLISHED—HARDMAN STREET, HULTON STREET, EVENING STREET, AND GASKELL STREET COTTAGES—HARDMAN STREET BAKEHOUSE—PURCHASES FROM WHOLESALE CO-OPERATIVE SOURCES—REDUCTION OF SHOP-MEN'S HOURS—UNSUCCESSFUL ATTEMPT TO ESTABLISH A LIBRARY.

AT the beginning of 1869 the committee resolved—“That the names and the attendances of the committee be printed on the quarterly report,” and at a general meeting of members on February 6th of the same year “Candidates for election this evening (were) requested to retire during the voting.” Exception was taken to this in some quarters, with the result that the committee passed the following resolution :—

That this committee is of opinion that the action taken at the last general meeting, requiring candidates for office to retire during the election, is clearly illegal and ought not to have been adopted ; but we are nevertheless of opinion that it is not desirable to hold a special general meeting with a view to annul the elections which then took place, and respectfully counsels the members who are dissatisfied with those elections to content themselves with eliciting from the next members' meeting a declaration that the proceedings were illegal and improper, and must not be repeated. The com-

mittee will not, however, object, or in any way discourage the holding of a special meeting, if those who are dissatisfied still desire such meeting.

On August 9th, 1869, Amos Platt was appointed president of the society in succession to Joel Whitehead.

From a statement headed "Questions asked by Government, and our Answers, being a general statement of the Funds and Effects from 1st January to 31st December, 1869," it appeared that the number of members at the end of that year was 755, a net increase of 115 on the previous year. At the end of 1870 there were 1,500 members, and at the end of 1871 the number had increased to 1,760.

In this year the society began directly to deal in boots and shoes. Arrangements were also made to pay a dividend to members transacting business with certain tailoring establishments.

On May 1st, 1869, the secretary was instructed to write to Noah Briggs, secretary of the Prestwich Society, for a copy of their Building Rules. A year later draft "Bye-laws for the regulation of building houses, and purchasing land, and conveying the same to members," were printed. A copy was sent to the Registrar of Friendly Societies, but it was returned with the following reply:—"The purpose for which an Industrial Society may be established . . . is to carry on any labour, trade, or handicraft, but not to carry on the business of a building society, for which a Special Act is provided . . . therefore these rules cannot be certified." Although a petition was sent to the House of Commons praying for the amendment of the law so as to give societies unrestricted and undoubted power to buy and sell land and buildings, the Registrar was informed that "we are still of opinion that we have power to buy and sell land and buildings." And on August 6th, 1870, the building bye-laws were formally adopted by the society. The maximum sum to be lent to any member was £300, and the interest to be paid was fixed at 5 per cent per annum. One of the regulations provided that "No beerhouse or public-house, or any other erection likely to become a nuisance, shall be erected on land belonging to this

society." The committee very soon received an application for a loan, but, "being of opinion that the society ought to fill its own land before lending money on mortgage," they declined to entertain it.

Any doubt as to the legality of the building department was removed in 1871, when Parliament passed an "Act to explain and amend the law relating to Industrial and Friendly Societies."

In 1869 the society was face to face with the problem of how to deal with its surplus capital (about £2,000), and on September 25th a special meeting was held for the purposes of taking into consideration the best means of reducing it, and also the propriety of paying a larger dividend than eightpence to non-members. It was resolved "not to interfere at present." The subject was again discussed on April 20th, 1870, when a letter was submitted from the North of England Co-operative Society stating that having more money than its business operations required it was deemed desirable to pay away a portion of the loan capital. This communication was signed by Abraham Greenwood. A reply was sent that the society would prefer not to reduce its loan (£1,753) as it had a large surplus capital of its own on hand, but was willing to withdraw to such a sum as might be fair in comparison with other societies.

Hitherto the society had received the deposits of various sick and friendly societies and other bodies in the neighbourhood and had entered them as members, but all new applications were to be refused. In addition, the committee began to give consideration to the list of non-purchasing members who had large sums invested in the society.

In the middle of 1869 the committee took into consideration the advisability of opening a shop somewhere in the neighbourhood of Queen's Road, Miles Platting. The manager was directed to make inquiries, but the members instructed the committee to rent a shop and not build one. Eventually, premises belonging to a Mr. Croft in Bedford Street were secured, and opened for business on Monday, November 29th, 1869. They were situated behind the Newton Toll-house, which was opposite

the Miles Platting Wesleyan Chapel.* The chapel was erected in 1866, the site prior to that time being a general playing place for the lads and lasses of the district, and where the former generally adjusted their little differences.

Handbills announcing the opening of a new store were distributed from house to house in the neighbourhood, on which was printed :—

We make no great professions about being able to undersell anybody else, but we will at all times do what in us lies to merit your approval, in price and quality. Since this society commenced business (ten-and-a-half years ago) there has been divided among the members £7,295. 7s. 4d. It will be evident to all how much better it must be for the public welfare that this sum has been divided among a great many people, rather than it should have been concentrated in the hands of two or three.

* This recalls an interesting incident in local history. In 1868 a Protestant lecturer named Murphy was the means of causing considerable disturbances in Oldham, Ashton-under-Lyne, and other places. One day a mob came down from Oldham and broke some of the windows and the statue of our Lady over the porch door of the St. Mary's Roman Catholic Church, Failsworth (John Hollingworth being one of the spectators). Apprehending further disturbances, a number of special constables were sworn in at the All Saints' No. 1 School, Newton Heath, by Mr. H. L. Trafford, of the New Bailey Police Court, on May 28th, 1868. Amongst them were Joe Miller, Daniel Ogden, Enoch Robinson, Will Norris, &c., &c. "For as much (it was stated in the summons) as it hath been made to appear upon the oath of a credible witness, unto two of Her Majesty's Justices of the Peace, acting in and for the County of Lancaster aforesaid, that a tumult and riot may be reasonably apprehended in the said township, and we being of opinion that the ordinary officers appointed for preserving the peace are not sufficient for the preservation of the peace, and for the protection of the inhabitants, and the security of the property in the said township, WE HAVE, on this day, nominated and appointed by precept in writing, under our hands, amongst others, you the said . . . to act as a special constable for the space of six calendar months now next." While the oath was being administered word was brought that the Miles Platting Wesleyan Chapel was being destroyed. These extra guardians of the peace, who had meanwhile been provided with staves, were formed up outside the schools, and with Mr. John Taylor, J.P., at their head, for the purpose of reading the Riot Act, if such were required, they marched to Miles Platting at a quick pace. They were accompanied by a number of youths, whose clogs made such a clatter on the pavement as to drown the sound of the others. The "specials" were done up long before they got to Miles Platting, happily to find that there was no need for their services.

It had been interded to have a tea party in the No. 2 Church School (which then stood at the corner of Grimshaw Lane) to commemorate the opening, but for some reason this did not take place.

The society's officers in 1859 included a treasurer, whose duty it was to take charge of the cash and generally to pay the accounts. Josiah Etchells was the first holder of this office, and his successors were George Schofield, Robert Stott, and Robert Barlow. The manager had also sums in his possession and always produced them when required by the auditors, though he was always inclined to resent it. A curious story is told of Robert Barlow, the last treasurer. When Thomas Worthington was appointed an auditor on February 5th, 1870, he was informed by Mr. Barlow that he had between £1,100 and £1,200 in the safe, which he had better count. Mr. Worthington was somewhat surprised at this, and asked why the money was not in the bank, making interest. "No," said Mr. Barlow, "it will not go to the bank. How could I find £1,200 if the bank broke?" Mr. Barlow further explained that the manager and secretary paid the accounts in cash, and if either had not sufficient money they got it from him. However, this led to the opening of a current banking account with the Manchester and County Bank. "There being no further requirement for a treasurer . . . Mr. Barlow (on October 31st, 1870) gave in his resignation," which was accepted "with thanks for past services."

Towards the end of 1869 a large plot of freehold land, containing 6,207 square yards in Hardman Street and Hulton Street, was purchased as a site for stables, bakery, and ten cottages. The price of the land was £547. 5s., being about twenty years' purchase. The cottages were built by John Taylor, of Woodhouses, and the building was superintended by George Blackburne, who "declared his belief that there were no better built cottages in this township." The cost was £1,215. 13s. 5d. On the bakehouse and stables £382. 8s. 5d. was expended. The bakehouse was "not built underground, but on the ground floor, and lighted not with gas, but by the light of heaven."

After a time a second oven was fixed at Hardman

Street to enable the society to deal with the large orders from Sunday Schools in Whit-week.

The bakehouse had previously been at the New Road Branch, it being established there in 1868 on the recommendation of a sub-committee consisting of James Taylor, Thomas Anderton, and William Eckersley. It was a brick oven, and was built by Matthew Broadbent. Then, dough was baked for the public at the following rates :— Three 2lb. tins for a penny ; all over 2lbs. a halfpenny each.

Some of the land in Hulton Street was sold to the Free Gospel Church, and a place of worship erected thereon.

In 1870 a plot of land in Evening Street and New Road was bought for cottage building, twenty-three houses being afterwards erected there at a cost (to the end of March, 1873) of £2,960. 17s. 2d. John Taylor, of Woodhouses, was engaged as the builder, and the work was supervised by Cockshutt Whittaker. The Building Committee consisted of Amos Platt, Cockshutt Whittaker, and James Taylor.

On October 3rd, 1871, a commencement was made with the erection of fourteen cottages (two being larger than the others) in Gaskell Street, Newton Heath, the cost, according to the balance sheets of that day, being £1,864. 9s. 1d. The building was superintended by John Stott and his son, Henry Stott. There were several disputes with the contractors in connection with the building of this property. The building of the chimney breasts was called an "extra," and an unsuccessful attempt was made to charge for it as such. The contractor, through his solicitor, claimed £80. 8s. 9d. for this work. The committee first of all offered to submit the matter to arbitration, but their offer was not accepted. Finally the society's solicitors (Messrs. Darbshire and Barker) were consulted, and they recommended "that no steps be taken." This advice was acted upon, and the contractor, finding that his claim would be resisted, did not press it any further.

On another occasion the contractor attended before the committee and said he could not get a certain quality of stone for love nor money, and asked permission to

substitute another kind. The committee, having first ascertained from a Yorkshire stone merchant that he could supply any quantity, decided to pay no more money until the work was done according to specifications. Another claim brought against the society was one for chief rent, on account of the contractor having tipped some earth on the adjoining land.

This made the number of cottages possessed by the society into fifty-one, all "having more complete accommodation for comfort, privacy, and health than most other property in the neighbourhood."

In the balance sheet for the July quarter of 1870 it is stated that "your committee is of opinion the business of a co-operative store ought to be done through wholesale co-operative concerns in all cases in which it cannot be shown that there is a clear gain to the society by its money being taken elsewhere. We are therefore glad to be able to report that during the past year a much larger percentage of our business has been done with co-operative establishments than at any former period." The total cash paid for grocery and drapery (not including carriage and baking) amounted in the quarter to £6,705. 15s. 4½d., of which sum £3,708. 18s. 6d. had been paid to wholesale co-operative establishments, and £2,997. 16s. 10½d. to other tradesmen, who had allowed as discount £34. 1s. 3d.

Singularly, a letter from the North of England Co-operative Wholesale Society was received on December 12th, 1870, complaining that the society was not purchasing so much from the Wholesale Society as might be done with advantage, and requesting the aid of the committee in removing any cause that may exist for that state of things. The reply was "we are prepared to do business with you whenever it can be done without disadvantage to the society." There had been some trouble at the end of 1869 about 50 firkins of butter. This had given great dissatisfaction to the members, and, in consequence, the whole of the butter trade had gone into "private channels." The Failsworth Society believed that it was the outcome of the Wholesale Society having discharged one of their butter buyers, and they suggested that whilst they did not want to interfere with the Whole-

sale Society's business it would be well to take him back again, "if that can be done with honour." They gave further evidence of their strong feeling by declining to approve of the Wholesale Society embarking in the purchase of cattle, &c., "until they can show a better management of the business they have already in hand." An apologetic letter was sent about the butter, but the orders went not. Finally, a deputation, consisting of Mr. J. T. W. Mitchell and Mr. W. Marcroft, interviewed the committee at Failsworth "to explain the present position of the Wholesale Society with regard to the butter trade, and to show that the Wholesale can supply Irish butter superior in quality and lower in price than any private merchant." This was not a rash statement. The winter's stock of butter obtained from "private channels" turned out to be of a worse quality than that supplied by the Wholesale Society, and Failsworth lost £40 by the transaction. This helped to restore harmonious relations, and the grocery purchases from wholesale co-operative establishments, which had dropped to 38 per cent, very soon got back to over 50 per cent. Not very long afterwards the committee, in reply to a challenge thrown out to them, were able to say that, whilst "The people of Failsworth are no fonder than other people of paying a good price for a bad article," the dividend had not suffered "in consequence of our increased trade with co-operative sources."

In 1871 there was started or revived an agitation in favour of a new railway to Oldham by way of Newton Heath, Failsworth, and Hollinwood. The society gave its active support to the scheme, and the construction of the line was taken in hand afterwards by the L. & Y. Railway Co. Inasmuch as they were then receiving 860 tons of goods per annum by rail, the committee thought it would be useful to have a siding at the end of Hardman Street, but the railway company declined to entertain the proposal.

The stores were usually kept open as long as the private traders' shops, the closing time being generally 10 o'clock. Dividends, even, were paid from 8 a.m. on some days, and up to 9 p.m. on others. With the exception of

Tuesdays it was "all counter and bed." There was, however, a feeling growing in the minds of some members that such long hours of labour were not right, and that they were injurious to health. Others advocated shorter hours, for one thing, because they considered that "shopping and mopping" should be done early before the husband came home. But alterations only came about gradually. On May 1st, 1869, the members recommended the committee to take into consideration "the propriety of closing the stores of this society earlier on Saturday evenings." This led to the closing hour on Saturday nights being fixed at 9 o'clock. On March 5th, 1870, Joel Whitehead moved that they be closed at 6 o'clock. The members would not agree to this but decided that 7 o'clock be the closing hour on Mondays and Wednesdays. At the request of the committee, who believed that "it would be objectionable to a very large number of our purchasers," the resolution was rescinded without ever having been put into operation. On May 1st, 1871, "an application from the shopmen for shorter hours" was referred to the members' meeting. This was discussed on July 1st, 1871, when it was resolved—"That all the stores connected with the society shall close on Saturday evenings at 8 o'clock." This came into operation on August 5th, 1871.

At the end of 1871 Nicholas Robinson gave notice of a motion for again shortening the hours of labour of the society's shopmen. The motion was discussed at the members' meeting on February 3rd, 1872. The majority of members present were of opinion that long hours of labour were destructive of comfort and injurious to health, and also believed that early shopping was an advantage to the customer. It was therefore resolved—"That all the stores of this society close at twelve noon on Tuesdays and at 7 p.m. on Saturdays."

On Saturday, September 2nd, 1871, at the usual monthly meeting of members, Samuel Lee Chadwick proposed, and John Stott seconded—"That this meeting is of opinion that the establishment of a circulating library in connection with this society would tend to the general improvement of its members, and hereby declares its

hearty sanction for the use of the 'educational fund' for that purpose."

In support of the motion it was contended that useful knowledge and the study of great principles were the chief elevators and humanisers of mankind, and that useful knowledge could not be obtained, nor the study of great principles prosecuted, by any other means so well or so efficiently as by means of good books. It was further maintained that the class of books furnished by Sunday-school libraries was of a different stamp to those which an adult man required. In opposition to the motion it was argued that those societies which had established libraries had found that very few of the members had availed themselves of the opportunity afforded for taking out books. The Manchester Equitable, the Oldham Equitable, and the Bury societies were especially referred to. It was also argued that the great body of the people read only that which was low and bad in its tendency, and had no taste for useful knowledge or refined culture. Furthermore, it was asserted that the Sunday-school libraries in the district were not supported by the outside public, although books might be had from some of them for one farthing a week. This was advanced as proof that the Sunday-school libraries were sufficient for the wants of the district.

The motion for the establishment of a library was lost by two votes.

At the next meeting of the committee the secretary was instructed to write to the Oldham Equitable, Oldham Industrial, Bury, Eccles, Rochdale, Prestwich, and Manchester and Salford societies, asking for statistical or other information in reference to the usefulness of their libraries and newsrooms. The replies showed that the statements that co-operative libraries were failures were not well founded. Samuel Lee Chadwick, believing that the previous meeting had come to a conclusion on incorrect information, gave notice that at the next monthly meeting he would again move that a library be established in connection with the society. Joe! Whitehead also gave notice that he would move—"That when a library is established in connection with this society, the reading-rooms must be discontinued."

The debate was therefore renewed at the members' monthly meeting on November 4th, 1871. Among the arguments then advanced, it was urged that the existing newsrooms were available to a few of the members only, owing to the distance at which many of them resided from the stores; but that a library would be available to every member and his family, and therefore money spent on books would be more usefully expended than on newspapers. It was also pleaded that it was the duty of the society to endeavour to improve and elevate the taste and cultivate the minds of the members and their families, and that no better means could be devised for accomplishing that than by enabling them to take to their homes good books. In order that the library could be used by all the members and their families, it was suggested that it should consist of as many boxes of books as there were branches of the society, and that these should change places at stated periods.

On the other hand, it was stated that many of the members were very poor and in great need, and that it would be unjust to diminish their dividend in order to buy books for the use of those who were better able to buy for themselves. It was alleged that there were already three failures in the neighbourhood—the Newton Church Sunday School, the Culcheth Sunday School, and the Dob Lane Unitarian Sunday School libraries, all of which had very few readers, and it would be no use for the co-operative society to create a fourth failure; that there were plenty of books in the neighbourhood, and they needed none there; that the replies from other co-operative societies proved that light literature was most read, which meant that trash chiefly circulated.

Others of the members believed a library to be a good thing, but could not see how it could be worked so as to be useful to the great body of the members, many of whom resided two miles or more from the central stores.

The result of the discussion was that on this occasion the proposition for the establishment of a library was negatived by 26 votes to 11.

On November 18th, 1871, at the annual tea meeting of the society, held in Culcheth Schools, the subject was

referred to in the report in the following terms :—"Most of you will remember that in speaking last year of the prospect of establishing a library in connection with this society, we ventured to express a hope that by this time we should be able to report 'something attempted, something done.' If ever we are to have a library, we must now be twelve months nearer to it than we were twelve months ago ; but, so far as regards agreeing about having one, we appear to be farther off than ever." The Rev. Joseph Freeston, who was one of the speakers, also referred to the subject, and said that, "It ought, in his opinion, to be the object of co-operation to elevate the complete man. . . . Let their watchwords be intelligence and education, for it was only by them that they could be secure. He was quite convinced that they would make a great mistake if they did not spend a proper portion of the profits on the education not only of the members, but also of the children of the members as well, for they could only hope to make the children sober and intelligent successors of their fathers by giving them a taste for the beautiful and sublime through the medium of books and nature."

A lengthy report of this tea party, written by Thomas Hayes, appeared in the following week's *Co-operative News*. The speakers at the gathering also included the Rev. Father Daly, of Failsworth, the Rev. George Packer, of Newton Heath, and the Rev. W. G. Cadman, of Dob Lane. In those days the clergy of all denominations were invited to the annual tea parties, and those who did not attend usually took the opportunity of expressing their appreciation of the movement. Neither was it because they were not asked that the members of Parliament for Manchester were not present. Those early tea parties were less costly than they are now-a-days. The services of the artistes were always given free. On one of these occasions, at the Culcheth Schools, Thomas Taylor and Miss M. A. Barton gave Ben Brierley's "Fratchington of Fratchingthorp," this being the sole item in the entertainment.



CHAPTER VI.

1872.

THOMAS EGERTON, PRESIDENT—A MANCHESTER ATTEMPT AT CO-OPERATIVE FARMING—THIRD REVISION OF THE RULES—PROVISION AGAINST DECREASED DIVIDENDS—BRANCH REPRESENTATION—FINANCIAL POSITION IN 1872—COTTAGE BUILDING IN CO-OPERATION STREET—NEW DEPARTMENTS—PAYMENT OF BONUS TO EMPLOYEES—A MEMBER PUBLICLY EXPELLED—THE RIVER MEDLOCK FLOOD—GROWTH IN NEWTON HEATH—BEGINNING OF THE ALMANAC.

AT the end of 1871 Amos Platt, the president, resigned on account of sickness. The following members' meeting passed a resolution regretting the loss of his services, and expressing the hope that his health would soon be restored. He was subsequently presented with an address, illuminated and framed, expressing similar sentiments. Unfortunately, Mr. Platt's illness soon proved fatal. He died on March 9th, 1872, aged 43 years.

On February 7th, 1872, the committee appointed Thomas Egerton president of the society for the ensuing six months. On October 5th, after the revised rules referred to hereafter had come into operation, Mr. Egerton was reappointed for a period of twelve months. On the latter occasion and henceforth the appointment was made directly by the members. It had previously been decided by the committee.

The committee in April, 1872, recommended the Co-operative Farming Society, which had been established by some of the members of the Manchester and Salford Equitable Society, to the favourable consideration of the members, who were informed that "this society is now supplying pure milk at the doors of any customers residing below the *Failsworth Toll Bar." The object of the society, as given in the prospectus, was "to raise a sufficient capital to establish a farm in a convenient locality within easy reach of Manchester, for the purpose of supplying its members and the public with pure and unadulterated articles of farm produce. The large profits which are known to have been realised in the farming business by private individuals or firms proves that it presents an eligible opportunity for the development of the co-operative principle in a direction which has not hitherto been pursued. In order to make the advantages of the society as extensive as possible, it is intended to apportion the profits equitably between capital and labour, thus giving all persons employed by the society an interest in its economical management and ultimate success."

A deputation from the Farming Society (consisting of Messrs. Nicholl, Whiley, Hardman, and Smith) attended the members' meeting on June 1st, 1872, with the view of satisfying them that they might safely lend the Farming Society some money. This led to the investment of the sum of £25 in shares and £200 in loans. It was, however, thought prudent to withdraw these amounts in December,

* "An Act for repairing the road leading through Newton, Failsworth, and Oldham, in the county of Lancaster, to Austerlands, in the parish of Saddleworth, in the county of York, first took place the first day of May, 1735." Gates were erected across the road at Miles Platting (near the present Miles Platting Wesleyan Church) and at Failsworth (near the St. Mary's Roman Catholic Church), and tolls of varying amounts were levied to 1880. Under the Act trustees were appointed, who were primarily liable to keep the road in repair, though the inhabitants were still liable to be indicted if the road was out of repair and the tolls insufficient. When the trust expired and toll-bars were abolished in 1880, the Newton Heath Local Board received from the trustees a sum of £40. 7s. 7d.

1874. A few customers were found in this district, but locally the project was not taken up enthusiastically.

On January 6th, 1872, it was resolved that the rules of the society be revised before being reprinted. Messrs. Joel Whitehead, Thomas Anderton, S. L. Chadwick, and Thomas Hayes were appointed the revision committee. This body completed its labours about the middle of the same year, and the new rules were registered on September 7th. The objects of the society were enlarged by the following :—"The manufacture of cotton, wool, flax, or any other fibrous substances ; also to purchase tools or implements for making all kinds of furniture ; to purchase and sell land ; and to carry on the trade of builders." The new rules also included provision for the establishment of a reserve fund, the rule being so drafted, at the instance of Thomas Hayes, that the fund could be drawn upon to increase any dividend which happened to be below 1s. 6d. in the pound, but not to raise any dividend higher than that. It was further provided that the fund may also be applied . . . to any provident or charitable purpose authorised by the laws in force in respect to friendly or industrial societies. Another amendment was, "That the shareholders' ledger shall constitute the list of members required to be kept at the office." Previous to this a sheet containing the names of all the members was hung up in the office, and was always open for inspection. An entirely new rule enacted that, in addition to the president, "there shall also be elected five persons who, in conjunction with the president, shall be a committee of management. One of these five persons shall be elected from the members purchasing at each one of the five stores belonging to the society."

On February 26th, 1872, the committee began to make inquiries "with a view to ascertain openings for the investment of a portion of our surplus capital." At this time the share capital of the society was £15,951. 6s. 1d., and its redemption or reserve fund £291. 8s. The sum of £4,590. 5s. 5d. was invested in stocks, £7,982. 4s. 2d. in fixed capital (£586. 9s. 10d. being the value of using fixtures, and the remainder that of the buildings and cottages), and the following amounts in shares or loans :—

	£	s.	d.
Shares in North of England Wholesale Society	395	0	0
Loans in North of England Wholesale Society	2,041	7	3
Shares in Rochdale Corn Mill.....	354	7	3
Shares in Co-operative Insurance Company.	25	3	6
Shares in Co-operative Printing Society.....	50	0	0
Loan to Printing Society.....	105	14	8
Shares in Co-operative Newspaper Company.	5	0	0
Lent on Mortgage	250	0	0
Total	£3,226	12	8

After providing for the payment of the dividend then due, there was only about £400 in the bank, so the committee were evidently looking ahead.

The investment in the Rochdale Corn Mill dated (as previously stated) from the beginning of the society. In 1865 the balance sheets recorded that £12. 3s. was "Invested in Wholesale Agency"; in 1868, "Shares in Co-operative Insurance Company, £6"; in 1870, "Shares in Co-operative Printing Society, £5"; and in 1871, "Shares in Co-operative Newspaper Society, 12s. 6d." These investments were gradually increased to the amounts previously stated.

The effect of the foregoing resolution was that by the end of the year the investments in the societies named were in some cases still further augmented, and others were made in the Star Corn Mill, the Eccles Manufacturing Society, the Co-operative Farming Society previously mentioned, and, a little later, in the Hebden Bridge Fustian Manufacturing Society. The investment in the Eccles Manufacturing Society was accompanied by a recommendation that "this meeting would recommend the society to take such steps as will lead to its own absorption by the Wholesale Society."

The Wholesale Society had not then embarked in productive enterprise, but it was in the air and the purchase of a works at Crumpsall was in contemplation at the time; and this was brought to the knowledge of the members by Thomas Hayes, who was also the secretary of the Wholesale Society.

It was also resolved to proceed further with cottage building.

On April 6th, 1872, the members approved of another row of cottages being erected near New Road. Twenty-two houses were built in Corporation Street, the cost being about £3.390. In this instance the society acted as its own builder to the extent that it let out the contracts for each class of work, and appointed Joel Whitehead to supervise the erection.

According to the minutes, "the bricklayers and labourers applied for a 'rearing.' No rearing was allowed."

The action of the society in thus investing in cottage-building was not allowed to pass without criticism and some letter-writing in the *Co-operative News*. It was alleged that they were not commercial transactions. On the committee's behalf it was contended that "they wished to avoid turning back surplus capital to the members, and thereby necessitate them, if they must make use of it, to throw it into the competitive market to be used in antagonism to co-operation." Many admitted that productive effort was the principal object that the society ought now to aim at, but it was felt that the members generally were not prepared for it.

Something was, however, done in a productive direction. The tailoring, clogging, and shoemaking businesses were commenced forthwith. Previously, members had purchased such articles on special terms from private establishments in the neighbourhood, and an unsuccessful attempt had also been made to secure for the members a dividend on artificial teeth. The business done in this way in the three directions named amounted in the quarter ending about this time to £126. 14s. 11d., which the committee thought was a justification for proceeding, apart from the fact that the arrangements with the private shopkeepers had never worked satisfactorily. A clothing club was started, and it was also decided to engage a *lady "to attend to the drapery room at the Central."

* There had been a female assistant at New Road some years prior to this, and Joseph Allen, in the *Failsworth Co-operative Messenger* for March, 1900, told the story of her appointment. There were six candidates who had to appear before a sub-committee of five who met in a small room over the New Road

“The society are also hoping that with the commencement of these businesses, and the placing of a sewing machine in the drapery room,” so ran the official announcement, “they will be able to keep one person constantly employed in the Central drapery, which has not been the case hitherto, greatly to the discomfort of the members and customers. A drapery room, the door of which is kept locked, and which customers cannot enter until someone engaged in another part of the building shall come to admit them, will never prosper; and we are sure that the society will not be disappointed in their hopes of an increased business for the greater facilities they propose to afford.” The drapery sales at the Central were then £143. 1s. 3d. for the quarter, but in a very short time they were doubled.

A portion of the reading-room at the Central premises was partitioned off for tailoring, and the old cheese-room was used for clogging and shoemaking. A clog shop in New Road, occupied by Robert Berry, near the Failsworth Church, was taken over, and the business continued. Clogging was also commenced at the Daisy Bank Branch. The New Road clog shop was given up in about twelve months, and the business transferred to the Central premises, Robert Berry being taken into the society’s employ. It was one of his duties to go down into the woods in Wales occasionally, and buy felled timber for clog soles, which were made on the spot, and then brought to Failsworth. Other societies were also supplied.

At the members’ meeting, on July 6th, 1872, there was a discussion on the committee’s recommendation in favour of the payment of a bonus on the wages of the employés

premises at Shepley Street. The test question was: “How many inches are there in a piece of cloth measuring an English ell in length?” Either through nervousness or inability, the sum was in every case either worked incorrectly or not attempted, and probably if they had had this knowledge they would never had had any occasion to apply it. None of the girls were selected. A few days afterwards advertisements appeared in the shop windows, again inviting candidates to appear as before. On the second occasion the questions were of a more practical character and an appointment was made.

of the society (other than the secretary and manager) at the same rate as the quarter's dividend. The requisite sanction was given by the members on August 17th.

Some little time before this, the head shopmen applied for an advance of 2s. per week, from 22s. to 24s., on the ground that they were not remunerated equally with the servants of other co-operative societies having similar duties to perform. The committee, upon deliberation, thought it best to pay a bonus instead of giving the advance asked for. In consequence, however, of the want of unanimity on this question amongst the members generally, the resolution was rescinded by general consent at a meeting held on September 7th of the same year. The principle of paying a bonus seems to have been received favourably, but the idea of paying less than the fair market value for labour and making it up with bonus was strongly condemned. The shopmen were given their advance, the members dating it back three months, and the proposal to pay "bonus" was dropped.

At the same meeting an unprecedented incident occurred. Then, as now, the committee were sometimes sharply criticised for their action or inaction. Such criticism helped to clear the air, and perhaps did no harm. What happened on the occasion referred to is thus described in the minutes:—

In the discussion, Mr. — made some observations on cottage building, the taking in of cheques, and other matters, and proposed that the profits of this society be divided upon share capital. The Chairman (Thomas Egerton) requested him to confine himself to the subject under discussion. Mr. — thereupon refused to be confined to the subject, and resisted the Chairman's authority and set him entirely at defiance. He also made charges of dishonest intent against the general body of the officers of this society. *Resolved*—"That — be expelled from the society."

Out of the profits for the quarter ending July 2nd, 1872, the sum of £5 was granted to the "sufferers from recent flood." This referred to the floods in the River Medlock in 1872, caused by several days' heavy and continuous rain. A portion of the Philips' Park Cemetery was washed away and "Many (over fifty) of the coffins went voyaging away on the waves. These ghastly ships

of state were returned as soon as possible to the place from whence they came."

The society's gift was for the benefit of the poor people who lived in close proximity to the river, and who lost some of their belongings by the flood. The flood did tremendous damage to all the works along the river. One of the things which floated down from the upper reaches was a boiler, evidently new, measuring about 30ft. in length and 8ft. in diameter. It was washed against the buttresses of the Holt Town Bridge, and knocked large holes in the wall of a factory close by. Its course was afterwards checked by a bed of sand, and from there it was dragged away from the river by horses.

In August, 1872, it was thought sufficiently noteworthy to draw attention to the fact that, "although the society was originated in Failsworth, and still bears its name, it has now a larger number of members and a larger trade in the adjoining township of Newton." This was, of course, owing to the fact that there were three places of business at Newton Heath and only two at Failsworth. The sales at the respective branches for this particular quarter were :—

	Grocery.			Drapery.		
	£	s.	d.	£	s.	d.
Central	2,192	15	5	143	1	3½
New Road	2,216	4	4	80	0	0½
Daisy Bank.....	2,199	2	1	63	5	0
Newton Heath	2,390	3	3	56	9	0
Oldham Road, Bedford Street	1,981	11	0½	59	10	0
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Total	£10,979	16	2	£402	5	4
<hr/>						
Total coal sales, £437. 7s. 11d.						
Number of members, 1,850.						

Other developments taking place in this year were the establishment of the society's almanac, of which 1,500 copies were printed, and some sold at one penny each; the introduction of the system of giving copper checks in exchange for paper checks of the value of £1; the commencement of clothing clubs; and the transfer of the banking account to the bank department of the North of England Co-operative Wholesale Society.

In the following year the almanac was *given* away to

the members. It contained the numerous notices and announcements in reference to the society. At first it was issued in book or card form, but this style was afterwards discarded for the sheet form.

The book almanac issued at the end of 1872 contained the following :—

No one will venture to question the practical usefulness of a society which is at the present time distributing among its members interest and dividend amounting to £4,560 per annum. That, however, is only one form of its usefulness. Its existence serves to keep down retail prices ; and is, therefore, a saving even to those who are not among its members. By insisting upon receiving ready money for its goods, it induces a spirit of thrift and economy, and compels its members to be at least a week before-hand instead of being, as too many are, a week or many weeks in debt. Few things are more debasing to a man than to be continually living on sufferance ; to be for ever under obligation to another for being allowed to live. None such can have a truly independent spirit. If co-operation did no more than raise the workers out of that Slough of Despond it would do a good work. The object of co-operation is not to benefit a few but to raise the many. It aims at providing the people with all articles of consumption at cost price, and that is accomplished by charging the usual prices and dividing the profits in proportion to purchases. The great principle, the key-stone of co-operation, consists in this :—

COST IS THE LIMIT OF PRICE.

Hitherto capital has hired labour, and the produce of labour has been sold at the highest possible price ; the difference between the cost of the product and what it has been sold for has been appropriated entirely by capital, to the detriment alike of the producer and the consumer. And even to-day capital is endeavouring to accomplish the same result, in the name of co-operation. In the near future, however, labour will hire capital or own it, and the consumer will obtain all his requirements at a price as near as possible to the cost of production. To hasten the dawn of that future is the aim of co-operation.

On November 2nd, 1872, an important co-operative conference was held in the Dob Lane Chapel. Thomas Egerton presided, and a paper on " Co-operative Union " was read by T. H. Blezard (Manchester), and one on " Co-operative Production " by Joel Whitehead (Failsworth). The report of the conference occupied eight long

columns in the *Co-operative News*. The delegates were waited on at tea by the Failsworth ladies, "after which the 'conferring' gentlemen retired to their chapel to resume their deliberations. The ladies did not ask for a vote of thanks, but sent a message to the chairman asking for permission to come in and attend the conference. This was unanimously agreed to, and the secretary was despatched to usher them in, their advent being the signal for a general round of applause."





CHAPTER VII.

1873—1874.

BUTCHERING BUSINESS FIRMLY ESTABLISHED — QUARTERLY MEETING ALTERS THE DIVIDEND—RESIGNATION OF THOMAS HAYES—THOMAS BERRY, SECRETARY—A BRANCH AT WOODHOUSES—A LIBRARY SANCTIONED—NEWTON HEATH MANUFACTURING SOCIETY—LIST OF SHAREHOLDERS—TRANSFERABLE SHARES—EMMANUEL HIBBERT, PRESIDENT—A CRITICAL POSITION—CHANGES IN THE MANAGEMENT—FOURTH REVISION OF THE RULES—UNITED COAL MINING SOCIETY.

ON October 5th, 1872, a paragraph appeared in the *Co-operative News* inviting support for a butchering society which was about to be established in Newton Heath. A number of the members of the Failsworth Society had prior to this been advocating the commencement of butchering, but, the society not seeing its way clear to do so, some of those who were dissatisfied with the decision held a private meeting and decided to commence a society specially for this trade. After several meetings had been held, it was found that "there was no possibility of making beef go." Adam Percival and other leading members of the Failsworth Society foresaw considerable trouble if this movement was allowed to proceed on the lines suggested, and they were eventually successful in getting it abandoned. These incidents must, however, have had an influence on the committee, because towards the end of 1872 they took

into serious consideration the advisability of making another attempt to establish a butchering business, "not because meat is dear, but simply carrying out our original plan of supplying our members with all their requirements." On November 4th, 1872, at the members' meeting, the committee were authorised to proceed. It was also resolved, after some discussion—"That a separate dividend be paid in the new department, according to the profits realised thereon." It was thought that this would induce the members to give more loyal support to the undertaking. On the other hand, it was contended that it might lead to the members going elsewhere for these supplies.

The business was commenced at the Newton Heath (now the Wellington Street) Branch. The shop was opened on January 30th, 1873, and the sales to April 1st (the end of the quarter) amounted to £517. 2s. 11d. It was said that the butchering department was the "ass's bridge of co-operation" in the district; but it was now firmly established. On July 5th of the same year the members decided "to allow the payment of the same dividend on purchases in the butchering department as in all other departments." About the same time it was agreed to "open a butcher's shop at Daisy Bank, and that the clogger be removed upstairs." The committee were also requested to open a shop about Failsworth Pole, as soon as they could see their way to do so advantageously. Robert Barlow and James Taylor were almost immediately instructed to make inquiries in reference to a butcher's shop at Watchcote. They reporting that the price was too high, the committee declined to take any further action in reference to it. A shop was, however, established in connection with the New Road Branch during the quarter ending June 30th, 1874. In the next quarter this particular business was given up at the Daisy Bank Branch, and instructions were given "that the butcher's shop adjoining Daisy Bank Store be repaired, so that it can be let as a dwelling house."

In the balance sheet for the quarter ending July 1st, 1873, the payment of a dividend of 1s. 6d. in the pound was recommended, but the members at the quarterly

meeting decided that the dividend be 1s. 8d. There were no surplus profits which would permit of this increase, and such action was therefore illegal. The difference was charged to the next quarter's trade account. The previous quarter's dividend was 1s. 10d., and the members did not like the idea of going back to 1s. 6d.

On July 5th, 1873, Thomas Hayes informed the committee that he had been appointed by the Co-operative Wholesale Society as manager of their first productive works at Lower Crumpsall (which were just being commenced), and therefore tendered his resignation as secretary. In the early part of the previous year Mr. Hayes had been offered a situation on the *Co-operative News*, but the Failsworth Committee raised his salary from 29s. to 40s. per week, the amount offered by the Newspaper Society, and thus retained his services for the time being. At the members' quarterly meeting on August 2nd, 1873, the following resolution was unanimously adopted:—"That the sincere thanks of this meeting be accorded to Thomas Hayes for his efficient services as secretary of this society. They trust that his connection with the Wholesale Society may be as helpful as it has been to the progress of the Failsworth Society." On August 12th, 1873, the employés of the society presented Mr. Hayes with a handsome timepiece as a recognition of the good feeling which had prevailed between himself and his fellow employés. Mr. Hayes, in acknowledging the gift, said that "he had done well for the society, and the society had done well for him. While leaving, he had the satisfaction of knowing that he would still be working for co-operation."

This did not altogether terminate Mr. Hayes' official association with the society, he afterwards representing it on several occasions as a delegate. Subsequently removing out of the district, his purchases ceased, and in consequence of the application of one of the rules to himself and others, he, together with some of the other early members, had to retire. From 1871 to 1873 Mr. Hayes was a member of the committee of the Wholesale Society (being nominated by Failsworth), and for some time its secretary. He was elected the first

chairman of the Co-operative Newspaper Society, and when the *Co-operative News* was established, in 1871, he worked enthusiastically to get it a circulation amongst the members of the Failsworth Society. He took an active interest also in the Co-operative Printing Society, and was a member of the committee. Printing orders were sent by Mr. Hayes from Failsworth to this society before they were in a position to execute the orders themselves, the work being done in a Manchester newspaper office.

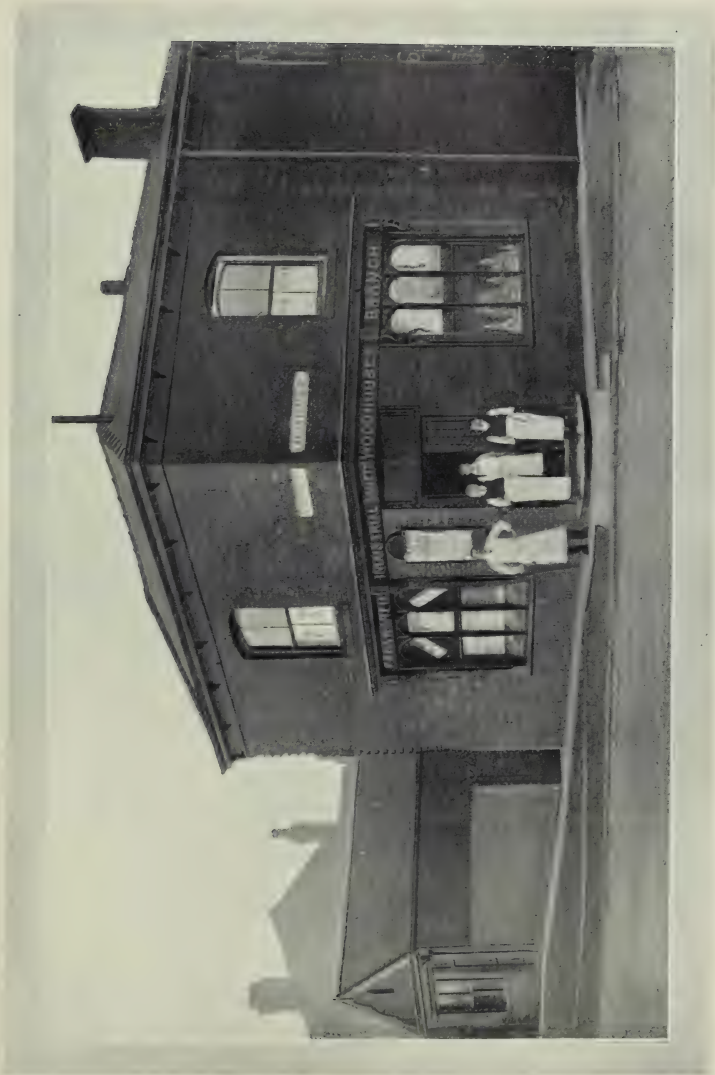
There were seven applications for the vacancy. Thomas Worthington, then one of the society's auditors, was induced by his colleague to become a candidate, and the committee at once selected him. His employers did not, however, desire to lose his services, and intimated that, whatever the society offered, they would raise his salary to the same amount. On July 23rd, 1873, Mr. Worthington was liberated from his engagement, and Thomas Berry, who was then shopman at Newton Heath, was appointed to the vacancy.

On March 27th, 1873, three members from Woodhouses waited on the committee to press upon their attention the desirability of opening a branch store at Woodhouses. There were a number of very loyal members in this quarter, and for thirteen years they had carried their goods from the New Road or the Central Stores, in fair weather and foul, a distance of a mile and a half, through woods and fields. Statistics were collected with the object of seeing what amount of trade might be expected from the residents of that isolated district, and they were such as to encourage the committee to proceed. On April 5th, 1873, the committee were authorised to open a branch. Joseph Etchells, Robert Barlow, and Adam Percival were instructed to secure a site, and a little later Robert Barlow was appointed to supervise the erection of the buildings by Thomas Taylor, the contractor. When the purchase was made, more land was bought than was actually required at the time. The cost of the site and the buildings erected thereon was about £494. The premises were opened for business at the beginning of April, 1874, Robert Barlow, Adam Percival, and Emmanuel Hibbert

being deputed "to look after the tea party." For a time the shop was lit up with gas, but after it had been opened twelve months the committee resolved—"That, as soon as we have provided lamps for Woodhouses Store, the gas be cut off, on account of its stench." Afterwards the use of gas was discontinued throughout the village.

The reading-room was not provided until January 1st, 1884; it being opened on that date by James Ridyard.

On January 4th, 1873, the general committee having considered a letter from Thomas Wood, appointed a sub-committee to prepare and lay before them a scheme for working a library in connection with the society. The sub-committee consisted of Thomas Wood, S. L. Chadwick, and Thomas Hayes. It was instructed to pay special attention to the "convenience of those members living near the branch shops most distant from the Central." The report was presented and fully considered on April 19th, 1873, when it was resolved that a library be established, and that it be stationed at the Central Store. The resolution was moved by Thomas Hayes, seconded by Thomas Anderton, supported by Messrs. T. Taylor, Joel Whitehead, W. Butterworth, Edward Allen, and others, and carried with only nine dissentients. A series of regulations were adopted, amongst which was one "That the library and educational department, including the reading-rooms, be managed by a separate committee specially elected for that purpose." The committee had, however, to submit its minutes to the general committee for approval, and had frequently to apply to them for permission to hold a meeting. It was further laid down that no member of the general committee nor any auditor shall be eligible for election on the educational committee. The first committee was constituted of the following:—S. L. Chadwick, W. Butterworth, T. Wood, Joseph Allen and W. Beard. They met on April 21st, 1873, and appointed Joseph Allen chairman, and S. L. Chadwick secretary. One of the first things they did was to pass a resolution expressing their willingness to accept from any religious body books expressing their particular views, but declining to buy any of that character. With regard to finances, the "educational fund" was placed at



WOODHOUSES BRANCH.

their disposal. They were also granted a loan of £50 from the general fund and began immediately to purchase books, which they for a time lent out themselves, the library (the walls of which were whitewashed) being opened for this purpose on July 16th. 1873, and thereafter every Wednesday evening until 1878, when, in addition, it was opened on Saturday afternoons.

James Robinson was, on September 29th, 1873, appointed librarian at a salary of 6s. 6d. per quarter. The position and the salary was advertised in all the shop windows except the Newton Heath Branch, and there were two applicants. The librarian resigned three months afterwards, either because the work or the salary (which had been doubled) was too much for him, and he was paid his quarter's remuneration out of the fund from fines and catalogues. Mr. Robinson had an assistant in John Edward Allen, who received 6s. 6d. a quarter. Other changes followed, and in the course of two or three years J. A. Mottershead, J. W. Allen, Elkanah Chadwick, and Edward Allen were either librarians or assistant librarians.

A resolution, which was subsequently incorporated in the rules, was carried on October 4th, 1873, when the members resolved—"That it is likely to be detrimental to the interests of this society for anyone to sit on the committee of management who may have an immediate relative employed by the society—the term immediate to mean father, son, brother, and sister."

At the society's annual tea party on November 30th, 1873, it was reported that the grant to the educational fund during the year was £55. 6s. 2d. Some misapprehension was caused by this statement, and the committee were led to state that "they would rejoice if they had a regular income, instead of the promiscuous grants now given them, for they would then know what they could rely upon, and thus be enabled to lay out their plans accordingly, instead of being, as now, afraid to take action in any matter of importance lest they should not have funds granted to them which would cover the expenses." Amongst the "promiscuous grants" might be included half-a-sovereign which was once found on one of the shop counters, and which the general committee, not knowing

how else to dispose of it, handed over to the educational committee.

During 1873 the Newton Heath Silk Manufacturing Society was promoted by a number of members whose original intention was, as stated earlier in these pages, to enter into the butchering business. Some of them being silk weavers, winders, and warpers, they suggested trying silk manufacturing, as it would find them work, and there would not be the same risk of losses as there would be in butchering. This was decided upon, and on October 2nd, 1873, a deputation had an interview with the committee of the Failsworth Society, who afterwards invested the sum of £10. James Hilton was appointed the manager, and for the first few years the society made headway and seemed likely to become a prosperous society. But some of the committee began to be suspicious that the manager was making something extra out of the business. "I knew, personally, that he never received a penny except the wages paid him by the society," says Mr. Thomas Worthington, the secretary. It, however, led him to give up the management, and the committee decided to manage the business themselves. They did this so indifferently that at the annual meeting in 1879 Thomas Worthington proposed the dissolution of the society on the ground that, without an experienced manager, it would be insolvent in less than twelve months. Mr. J. T. W. Mitchell (representing the Co-operative Wholesale Society) urged the members to give it a further trial, and this was decided upon. But the committee persisting in going on without a fully qualified manager, the end came in 1880, when it was decided to wind up. "I pointed out," says Mr. Worthington, "that if they put the matter into the hands of an accountant there would not be a penny in the pound for the creditors, but if they would place the winding up into the hands of three of the shareholders I would do my best to realise the stock with as little loss as possible, so they appointed George Branton, Joseph Whitehead, and myself, with power to engage legal advice. With a little tact and patience I managed to sell the stock almost at full value, and the warping mill bobbins and other usable materials I sold to a silk manufacturer at near

cost price. I then went to London and saw Mr. Vansittart Neale, the co-operative lawyer, and he drew up for me a rough draft for the winding up of the society, and we managed to pay 8s. 8d. in the £, the total expenses for winding up being £22. 10s. The mistake made by the committee was that in taking stock they over valued it, and paid away the capital in large dividends. No one really lost any money by the society." The society was legally dissolved on April 28th, 1881, and the assets were distributed by Thomas Worthington. The Failsworth Society received back £4. 1s. of its £10 investment, and the remaining £5. 19s. was taken out of the reserve fund.

The following list gives the members and the number of £1 shares held by each:—Thomas Worthington 10, Christopher A. Walls 1, James Bates 2, Joseph Rogers 3, Thomas Egerton 5, Joseph Booth 1, William Coop 1, George Branton 2, Nicholas Robinson 1, Co-operative Wholesale Society 20, Joseph Whitehead 2, Samuel Taylor 2, Joseph Etchells 3, James Taylor 3, William Henry Whitehead 2, Failsworth Co-operative Society 10, Thomas Horrocks 2, John Brown 7, Henry Ramsbottom 2, John Tetlow 2, Enoch Travis 2, James Hilton 3, John Etchells 2, Samuel Jackson 2, John Davenport 2, Jonathan B. Bailey 2, William Greaves 2, William Cunningham 1, Joseph Pott 1, Henry Whiley 5, Mary Ann Slater 3, John Little 1, Eccles Co-operative Society 10, John Leech 5, Joseph Smith 10, Richard Garner 20, John Garner 2, Sarah Garner 2, Thomas Hayes 5, Thomas Kenyon 1, John Ashworth 3, John Bates 5, Frederick Chadderton 2, Halifax Industrial Society 20, John Clegg 2, William Henry Egerton 1, Manchester Equitable Industrial Society 10, James Ogden 1, Pendleton Industrial Society 5, William Johnson 2, Luke Smith 1, William Tippet 10. Thomas Taylor (a subsequent president of the Failsworth Society) also applied for some shares, but he was told that they were all disposed of. At the beginning everybody thought it was going to be a very profitable undertaking.

Mr. Ben Jones writes, in his book "Co-operative Production":—

The Newton Heath Co-operative Manufacturing Society was registered on August 2nd, 1873. The object of the society

was to produce silk dress goods, &c. It originated among "a few men of comparatively enterprising disposition," who were "convinced that under the conditions which existed in the silk trade, neither worker nor consumer was fairly treated." Its formation expenses amounted to 10s., and at the end of the first quarter the society numbered twenty-two individual shareholders, with £42 of transferable share capital and £23 of loans. The sales had been £67, on which £11 net profit had been realised, after allowing shares five per cent interest. Out of this profit, a bonus of 1s. in the pound was declared on capital, labour, and trade.

The employes worked at home on their own hand-loom, so the operations of the society were fairly simple, and for a time fairly successful. For the half year ending June, 1875, the sales were £351, on which a profit was made of £35, after paying five per cent per annum interest on share capital, which now stood at £187, and the usual bonus of 1s. in the pound on share capital, wages, and sales was declared.

By the end of June, 1876, the share capital had increased to £213, and the shareholders consisted of five societies and fifty-one individuals. The sales amounted to £427 for the half year, and the profits allowed of the usual 1s. bonus all round. From this date the society met with evil days, and the Registrar's returns show that no further profits were made. In June, 1880, its accumulated losses caused the society to go into liquidation. The trade creditors and loan-holders were repaid in full; and after paying liquidation expenses, the assets were sufficient to repay the shareholders 8s. 8d. in the pound. Thomas Hayes and Christopher Walls audited the liquidator's accounts, and reported to a final meeting of shareholders, held on May 21st, 1881, that "the thanks of the shareholders are due to the liquidators for the trouble incurred in realising the highest possible prices for the assets."

In 1873 Thomas Wood moved—"That a proportion of the share capital be transferable." Mr. Wood's object was to protect the society from the injurious effects arising from any sudden rush upon its funds by dissatisfied or apprehensive members. The proportion of shares which it was suggested should be transferable varied from 10 to 20 per cent of the amount of a member's investment. The proposal gave rise to a considerable amount of discussion and agitation. Many of the members vigorously protested against having any portion of their money not withdrawable at pleasure, and numerous threats to leave the society if the motion was adopted were made. When the matter came to be discussed it was argued that such a safeguard was absolutely necessary,

that it would bear proportionately on all the members, and that the good results would more than counterbalance any inconvenience which might be created. But the members generally were not disposed to listen to argument. Their fears, if not their passions, were aroused. A member got up from the body of the meeting and said, "I move it be squashed." This found prompt favour, and Mr. Wood's motion was summarily rejected. The object then sought was afterwards obtained through the rules, which authorised the committee to suspend the right of withdrawal of share capital whenever, in their judgment, the interests of the society warranted them in so doing.

At the end of 1873 *Thomas Egerton resigned his position as president. He was succeeded on January 15th, 1874, by Emmanuel Hibbert, who had ceased being a member of the committee at the end of 1870. At the beginning of 1874 the affairs of the society were in a very critical state, and they seemed likely to go from bad to worse. The sales for the quarter ending about this time showed a decrease of £994. 13s. 9d., and the dividend of 1s. 3d. in the £ was increased to 1s. 6d. from the reserve fund. At this juncture several members waited upon Mr. Hibbert, and prevailed upon him to return to the committee and accept the position of president.

On May 2nd, 1874, a committee of inquiry, consisting of Thomas Wood, Thomas Hayes, Thomas Worthington, S. L. Chadwick, and Alfred Booth, were appointed to investigate the cause of the decrease in the profits in the two previous quarters. The committee, on June 13th, made a lengthy and exhaustive report, which occupied seven pages in the minute book. The substance of their report was to the effect that lax management existed. On October 12th the committee came to the conclusion that the society had outrun the manager's (James Taylor) capacity of management, but, as some recognition of the services which he had rendered to the society during his long connection with it, they expressed their readiness to gladly place at his disposal any other situation there

* Thomas Egerton died on July 22nd, 1889, aged 58 years.

was in connection with the society. Mr. Taylor expressed his regret at the decision of the committee, but declined to entertain their proposal, and asked to be immediately released. He afterwards commenced business for himself in Newton Heath, and continued it for a few years.

There were thirty-two applications for the position of manager. On October 23rd, 1874, the committee wrote to Robert Jacques, expressing their willingness to consider his application if he would comply with the conditions of the following resolution:—"That the person engaged as manager of this society be compelled to purchase from the Wholesale Society and co-operative productive societies as far as practicable in all cases."

Mr. Jacques having agreed to this, he was appointed forthwith.

In the middle of 1874 Joel Whitehead, Thomas Anderson, and George Baines were appointed to go through the rules. The revised rules were adopted on July 25th, and registered on September 23rd, 1874. The principal alterations were the increasing of the committee from five to nine, in addition to a president; one to be elected from each store and the remainder (three) from the general body; and a new rule providing that the educational committee be allowed not less than $1\frac{1}{4}$ per cent out of the net profits.

After having the matter under consideration for some months the members resolved on April 4th, 1874—"That our principal drapery establishment be at Newton Heath, and the committee be empowered to act as soon as they can see it convenient to do so, and that the withdrawal of the stocks from the other stores be left to their consideration." This resolution was honoured more in the breach than the observance. As a matter of fact, the usual item on the balance sheet showing the drapery receipts at Newton Heath disappeared altogether shortly afterwards, and so did that relating to Daisy Bank.

The minutes for 1874 show that delegates were required to "get up written reports of meetings attended by them to be sent to the committee to be read at the members' meeting."

A sub-committee consisting of W. Dunkerley, David

Travis, and Emmanuel Hibbert was appointed about this time to consider "what rent our cottages are paying." This inquiry ended in "all the cottage rents belonging to our society, both in Failsworth and Newton Heath, be advanced 2d. per week except the large house in Co-operation Street."

Another interesting resolution of the members was :— "That we oppose the continuance of the Wholesale Society selling goods to its servants. That a copy be sent to the President of the Wholesale Society with the request to have the subject brought forward at the next quarterly meeting."

In place of a dog to guard the Central premises a night watchman was engaged in 1874, and just before Christmas he was provided with a whistle and a pistol. Having often threatened what he would do with the latter if ever he caught anybody on the premises, some of the servants thought they would test his courage. One night the old man, forgetting his duty, went down the road to slake his thirst. Whilst he was doing this pretty freely an entrance was made into the warehouse. When the watchman came back and saw the place lighted, he concluded that it was the safest plan to go for Thomas Berry, the secretary, in case there were burglars about. Another duty assigned to the watchman was to see that no person was admitted to the members' meetings without the production of his check book. In 1877 the post was done away with.

During the year 1873 the co-operators in the North of England began to pay serious attention to the question of supplying coals from their own collieries. It was a time when the prices of coal were very high, and when people were experiencing what was incorrectly termed a coal famine. Mr. Benjamin Jones, who has collected the information bearing on all the various attempts at co-operative mining explains (in his book on "Co-operative Production") that (in 1873) "really it was not a dearth of coals, but a sudden excessive demand for coal from an exceptionally prosperous iron trade, and this sudden excessive demand caused an extraordinary advance in prices." Locally it was said, probably with a touch of exaggeration, that colliers were threatening "to make

people buy coal as they bought sugar, from samples in the shop windows." The journals of the day recorded "that colliers were earning fabulous wages and spending them in fabulous fashion." The facts were, on the authority of Professor Leone Levi, that the average wages of a miner in 1871 were 4s. 11d. a day, and in 1873 8s. a day, being an increase of 62 per cent. But while the profits of coal-owners averaged but 7d. a ton in 1871, they reached 3s. 6d. a ton in 1873, this being an increase of nearly 500 per cent. It was stated at a conference at Barnsley that "the increased price of coal, even only calculated at the rate of 7s. 6d. a ton, amounted to £45,000,000, of which only £10,000,000 had gone to the coal-workers, and the remainder to the coal-owners."

Joel Whitehead, of the Failsworth Society, was one of those in the Manchester district who took an active interest in this subject. In the course of a paper which he read before a meeting of delegates held in the Dob Lane School, he stated that "coal, which has been forced so prominently and so unpleasantly upon our notice, ought to come from our own mines." The South Yorkshire Coal Mining Society had been formed in the early part of the year, and Joel Whitehead was requested to attend the next meeting with authority to take up not more than ten £1 shares. On his recommendation it was decided to take no further steps in the way of taking up shares. As a matter of fact the Coal Mining Society never completed any arrangements for the purchase of any property. "The committee and shareholders noticed the rapid changes for the worse in the condition of the coal markets. The society was consequently put into liquidation without starting business, and . . . every shareholder was paid 19s. 6d. in the pound."

On August 2nd, 1873, a meeting of delegates from various societies was held in Manchester "to take into consideration the advisability of taking some united action for securing a needful supply of coal from existing collieries, or by means of that co-operative enterprise which has so successfully promoted and carried on many other productive undertakings, to produce and work a colliery or collieries for mutual benefit." The meeting

appointed a committee of seven persons "to inquire into the propriety of embarking in the coal business," and on this committee Failsworth had a representative. At a subsequent meeting on September 20th, 1873, it was decided to form a society. Joel Whitehead was appointed secretary *pro tem*. Acting on this resolution, a prospectus was issued in November, 1873, and the United Coal Mining Company was registered on January 26th, 1874. The shares were fixed at £5 each, the first issue to be 20,000 shares. The Failsworth Society, amongst others, had previously by resolution approved of this new departure, and had promised to assist as far as they consistently could. The committee recommended that twenty shares be taken up, the number to be increased if the locality of the colliery was convenient to their members. It was, however, decided at the members' meeting on November 1st, 1873, "to take up fifty shares, and fifty more when the company has commenced working." What was actually done was that shares were taken up to the value of £250. At a later date the sum of £500 was invested on loan. In June, 1874, the Bugle Horn Colliery, near Bolton, was purchased. Almost as soon as this step had been taken the price of coal fell rapidly. Other serious difficulties arose, including a strike, the trade meanwhile being diverted into other channels and never being recovered. The result was that the colliery was continuously worked at a loss, although it was regularly asserted that the silver lining was almost in sight. From time to time appeals were made for fresh capital. The Failsworth Society, in 1876, before complying with one of these requests, sent Emmanuel Hibbert and Alfred Booth, together with two practical colliers (Messrs. Brookshaw and Taylor), to the mine to make an examination for themselves. In consequence of the report which was presented, it was decided to give no further financial support to the colliery. It was also resolved to withdraw £200 of the sum on loan, which demand was complied with. On April 20th, 1878, the company decided to go into liquidation, but it was not until 1882 that the mortgagees succeeded in disposing of the property, the colliery being kept going by the Co-operative Wholesale

Society, which had become financially heavily involved. Altogether the loss on this venture was about £50,000. The Failsworth Society lost £554. 3s. 4d., which sum was taken from the reserve fund in the quarter ending June 25th, 1878.

The Wholesale Society was the greatest loser, but, says Mr. Jones, "everybody felt that they had suffered through a general over confidence on the part of the great body of co-operators." A few years afterwards some lines "expressive of mingled feelings of dismay, regret, philosophical resignation, and confidence in the future," which prevailed for so many years, appeared in the *Co-operative News*. The first and two last verses were as follows.—

Oh, Bugle Horn ! Oh, Bugle Horn !
 Much you've from our poor backs shorn,
 Money from our pockets torn.
 May you, then, in future warn
 Us such wretched schemes to scorn.

Hope and trust. Hope and trust.
 Lo, the chairman says we must
 Work until we return to dust.
 Better so than slowly rust,
 Or give way to money's lust.

Strong our faith. Co-operation
 Soon will make a happy nation,
 Show the way to all creation ;
 Blessing many a struggling brother,
 Aiding us to help each other.

In September, 1883, the sum of £8. 16s. 10d. was received as the society's proportion of the assets, and added to the reserve fund.





CHAPTER VIII.

1875—1879.

ERECTION OF CO-OPERATIVE HALL—REFORM DEMONSTRATION AT FAILSWORTH—PETERLOO VETERANS—SHOPMEN'S HOURS—NEW PREMISES AT DAISY BANK—PURCHASE AND EXTENSION OF NEWTON HEATH (WELLINGTON STREET) BRANCH—A NEW BRANCH AT MILES PLATTING—OLDHAM ROAD BRANCH—EXTENSIONS AT NEW ROAD—EDUCATIONAL COMMITTEE DIRECTLY RESPONSIBLE TO MEMBERS—A BAKEHOUSE AT THE CENTRAL—S. L. CHADWICK—FAILSWORTH PARISH CONSTABLES—FIFTH REVISION OF THE RULES—EDUCATIONAL GRANT INCREASED TO $2\frac{1}{2}$ PER CENT—POSITION IN 1879.

ON November 22nd, 1875, the fixed stock committee, consisting of George Wolstencroft, Joseph Rogers, and Joel Whitehead, presented a report with respect to alterations and additions required at the Central Store. The report, which generally expressed the conviction of the sub-committee that better accommodation and more room were required for the development and proper working of the business, was adopted. On February 21st, 1876, it was decided to purchase an adjoining plot of land, with a frontage to Oldham Road of fourteen yards, from Thomas Mellor. Plans for new buildings were drawn by Henry Stott, of Failsworth, and in May, 1876, the contract was let to Daniel Ross, of Cheetham, for the sum of £2,575. The extensions consisted of shops, large hall, engine and boiler house, &c. Above the shops provision was made

for offices, library, and reading-room. The hall was constructed in consequence of the ambition of some of the committee that they should have a room to accommodate a large meeting, and "at the same time avoid the unsightly appearance of beams and rafters ramifying about the ceiling, as we see in some barns." The architect who was first consulted said he did not think it would be safe to venture without some such supports, and he would not like to be responsible for the undertaking. The committee visited several rooms in different localities to see if they could find anything like what they wanted. They also took advantage of opportunities to test the acoustic properties of the places they visited. Shakespeare's advice not "to mouth it," "nor saw the air too much with your arms," was not altogether followed. After many inquiries Henry Stott was consulted, and he at once said that the thing could be done. The completion of the large hall, which by resolution was called "The Failsworth Co-operative Hall," was celebrated by a tea party on February 24th, 1877. Emmanuel Hibbert presided, and stated that the hall was the first public building erected in the township for the use of all parties, irrespective of differences in politics or religion. Addresses were also delivered by Mr. J. T. W. Mitchell and the Rev. J. Freeston.

A little later it was decided to convert the two cottages (which after Mr. Taylor had left were used for offices) between the new and the old buildings into a drapery shop, the design to be uniform with the existing buildings. The cost of all these additions and alterations was a little over £4,000.

One of the occasions on which the hall was used for political purposes was on the eve of the General Election of 1880. Failsworth was then in the county division of South-East Lancashire, and the inhabitants had to be rated at £20 to entitle them to vote in the election of a member of Parliament. Consequently, there were very few voters in Failsworth. Over the boundary in Newton Heath there was no such restriction, practically every householder being entitled to vote. The night before the poll, Messrs. Leake and Agnew, the advocates of

the franchise in the counties being made the same as in the boroughs, came to address a meeting in the Co-operative Hall. Their visit gave rise to an extraordinary amount of enthusiasm. The candidates were met by a brass band in Dean Lane, Newton Heath, and escorted to the hall by their supporters. An overflow meeting was held in the Bethel School. At the close of the meetings there was a torchlight procession. Messrs. Leake and Agnew were returned, and a Parliament favourable to this reform was elected. In 1884 a reform demonstration was held at Failsworth, and Mr. Sim Schofield, in "Short Stories about Failsworth Folk," relates that old John Moores, a sturdy Radical reformer of the old school, got together eleven persons who were present at the Peterloo massacre in 1819. He procured a conveyance for these veteran reformers, and got the tattered banner which Sam Bamford's contingent carried with them to Peterloo. Besides this banner, the aged reformers carried with them a motto bill: "Population of Failsworth, nearly 8,000; resident voters, 137. We mean to alter this."

Shortly afterwards this reform was enacted.

The shopmen's hours were again under consideration in 1875. The committee suggested that the shops be closed at 9 o'clock on Friday evenings instead of 10 o'clock, and 8 o'clock on Saturday evenings instead of 7 o'clock, but the members declined to accede to this request. The committee persisted in their efforts to have the shops opened until 8 o'clock on Saturday nights, and ultimately succeeded; but on March 3rd, 1877, the members again decided that the closing hour be 7 o'clock. In 1875 it was also resolved—"That we close one hour six days a week for dinner."

On February 6th, 1875, the penny bank was established; and on March 6th of the same year a drapery and boot and shoe club was inaugurated.

Other interesting minutes passed in 1875 were as follows:—

June 28th.—"That it be an instruction to the secretary to inquire into the eligibility of all nominations for committee-men."

PETERLOO VETERANS.



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DAVID HILTON (79).

THOMAS CHADDERTON (81). JOHN DAVIES (78). THOMAS OGDEN (81).
 JONATHAN DAWSON (82). RICHARD WATERS.
 SUSANNAH WHITTAKER (81). MARY COLLINS (83). CATHERINE MCMURDO (88).
 ALICE SCHOFIELD (79).
 THOMAS SCHOFIELD (81).

August 7th.—“That we grant a loan of £500 to the Ridgefield Spinning Company.”

October 11th.—“That no cattle belonging to this society be allowed to be more than one day without food before they are slaughtered.”

November 6th.—“That any committee-man leaving before the expiration of the first hour of meeting shall receive no pay for that night; any committee-man leaving after the first hour shall be with the sanction of the committee.” (From this time every member of the committee inserted his own name in the minute book as being present, and the practice was continued until August, 1877.)

November 6th.—“That the committee be paid 2s. each for each of the thirteen general meetings and 1s. each for all extra meetings. That the sub-committees be paid 1s. each for each meeting.”

November 6th.—“That we grant a loan of £500 to the Hope Spinning Company if they will give six per cent per annum.” (The offer was not accepted and it was agreed to make a further loan of this amount to the Ridgefield Spinning Company.)

The first public lecture under the auspices of the educational committee was held in February, 1875. Mr. Leo H. Grindon was the lecturer, and he took “Botany” for his subject.

On March 6th, 1876, the committee were authorised to hold a meeting to arrange a catalogue of the books, which, when issued in 1877, contained particulars of 1,250 volumes.

The first botanical ramble was on June 16th, 1877. The route was by Mr. Emmanuel Swift’s residence, at “Woodlands,” Clayton Bridge, through Bell Clough, Daisy Nook, Bill Greaves’ Clough, and the fields to the Central Stores, for tea and meeting. The Rev. Joseph Freeston was the leader. Prior to the ramble it was agreed “to pay the farmers for any damage which may be done by our trespassing.”

On August 5th, 1876, the general committee made a tour of the society’s business premises, and subsequently passed a resolution stating that they “were very strongly impressed with the necessity of a site being got for new premises at Daisy Bank, as the present shop is both inconvenient and small, and in many respects unsuitable for the business.” In 1870 an unsuccessful attempt had been made to purchase the shop and cottages adjoining. “Dr. R. G. Gornall, the owner, declined to fix a price, and



DAISY BANK BRANCH.

£1,000 was offered to him, but it was considerably below the lowest sum he was disposed to accept." In 1871, Thomas Egerton, Levi Slater, and James Taylor were instructed to obtain information about land or property available about Daisy Bank, but all efforts to secure a satisfactory site then failed. In July, 1877, it was agreed to "take the land on the right-hand side of the heath, 30 yards front and 20 yards back, for a branch store." John Stott was instructed to prepare plans and submit them to the Newton Heath Local Board. The buildings consisted of grocer's and butcher's shops. They were completed in 1878 at a cost of £1,399. When the tenancy of the shop in Droylsden Road terminated, the society was forced to considerable expense in placing it exactly in the same form as they found it.

On March 20th, 1876, Joel Whitehead and Joseph Rogers were appointed to confer with John Stott about the Newton Heath store, which at that time was rented from Mr. Stott. They recommended that the premises, which Mr. Stott held on lease from the Dean and Canons of Manchester, and which expired in 1919, be purchased. The members approved of this recommendation on March 27th, 1876. The price was £645. Mr. Stott was, on May 4th, 1878, instructed to prepare plans for a new grocer's shop in Wellington Street, adjoining the existing premises, and also to prepare plans for the conversion of the grocer's shop, fronting Oldham Road, into a drapery and butcher's shop. On July 5th the contract for the new shop and two cottages in Wellington Street was let to Ward Pickles, of Failsworth. On November 23rd the alterations required to the other shops were let to Joseph T. Seanor, of Miles Platting. A newsroom was also provided, which was opened on March 22nd, 1879. The new premises and alterations cost about £1,390. 4s.

Joshua Ashworth and Robert Bradley were also, on March 20th, 1876, requested "to make inquiries about the four cottages below the archway in Oldham Road." The society in 1870 had been offered the Swan Inn and the property near the railway arch for £1,100, but the offer was declined, "the price being greatly in excess of what the committee feel disposed to give." Prior to the society

being committed to the purchase, they instructed their solicitors in April, 1876, to wait upon the Dean and Canons of Manchester to ascertain if they would grant a re-lease of the land on which the cottages were erected at the end of the unexpired term of thirty-two years in the existing lease which was held by a Mr. Marsh. This request was declined, the Dean and Canons stating that the Lancashire and Yorkshire Railway Company would want the land for extensions long before then. It was, however, decided to proceed with the purchase, and during the quarter ending June 27th, 1876, the sum of £560 was paid for the buildings, in addition to taking over the annual chief rent of £3. 12s. 9d. In September of the same year the contract was let for the conversion of two of the cottages into shops, the additional expenditure incurred being about £782. On completion, the Bedford Street shop, near the toll-bar, was given up. The new premises were opened about the middle of 1877.

On April 21st, 1876, George Wolstencroft and Joel Whitehead were appointed to examine the plans of the Royal Oak estate, Oldham Road, Newton Heath, with a view to selecting a plot of land for a shop in that district. The neighbourhood of Ten Acres Lane was developing rather rapidly, and the committee thought that there was too great a distance between the branches at Newton Heath and at Miles Platting. Having secured a desirable site on lease at 1s. per yard, nothing further was done until March 31st, 1879, when Messrs. Wild and Collins, of Oldham, were engaged as architects. A month later the plans for grocer's and draper's shops were adopted and forwarded to the Newton Heath Local Board for approval. On May 3rd it was resolved that the buildings should include provision for a reading-room. On June 12th the tender of Messrs. E. and J. Smethurst for the erection and completion of buildings, amounting to £1,717. 8s., was accepted. The premises were opened on December 31st, 1879. The total cost was about £1,875.

In March, 1876, a sub-committee was appointed to take in hand certain alterations and additions at the New Road Branch. The two cottages adjoining the shops were converted into a draper's shop at a cost of about £183.



MILES PLATING BRANCH.



OLDHAM ROAD BRANCH.

On March 4th, 1876, Thomas Shipley moved—"That the dividend to non-members be at the rate of 1s. 8d. in the pound." The members decided, however, "that we pay the same rate of dividend to non-members as before, viz., 10d. in the pound." Mr. Shipley attempted three months later to induce the members to give the non-members 3d. less than the dividend declared to members, but he was again unsuccessful.

The committee, on June 27th, 1876, recommended the payment of a 2s. 6d. dividend, "if no errors are discovered before the meeting." An error was, however, discovered, "which enabled them to recommend a 2s. 7d. dividend instead."

On July 3rd, 1876, the following resolution was placed in the minute book :—"That this committee interpret the clause in Rule 19 dealing with the qualifications for committee of management to mean that any person to be upon the committee must be a purchasing member and be entitled to dividend for the quarter in which they are nominated."

Having so many large building schemes in progress, the society was obliged to call in some of its investments, and in the balance sheet for December 26th, 1876, it is shown that £62. 11s. 2d. (the whole investment) had been withdrawn from the Eccles Manufacturing Society. £800 from the Ridgefield Spinning Company, £450 from the Rochdale Corn Mill, and £700 from the Wholesale Society. Even then there was no large, "unprofitable balance" lying in the bank. The actual amount was £69. 8s. 5d., and in addition there was in the hands of the secretary or the shopmen the sum of £122. 6s. 0½d., or a total of £191. 14s. 5½d. Had "dividend week" come immediately on the end of the quarter, a further call on the reserves would have had to be made.

During 1877-8 the educational committee were agitating for an alteration in the constitution of their department, and, like other educational committees they knew of, to be free from the control of the *general committee, who

* The general committee frequently rejected resolutions of the educational committee who, at times, indicated that they had no narrow view of their duties. Here are three resolutions passed

had certainly quite enough to do in attending to the business of the society. At the outset many objections were raised to a discontinuance of this supervision. But on March 2nd, 1878, the educational committee were requested "to draw up a scheme for the constitution of a separate committee to work that department, and submit the same to the next members' meeting." In August of the previous year the committee (Messrs. Collins, E. Taylor, and G. Wolstencroft) went to Oldham to meet the educational committee of the King Street Store and get information respecting library, newsroom, &c. "We were very courteously received," they reported, "and spent an hour in conversation with five of the committee and the librarian. We gleaned much useful information about purchasing books, &c., and were very much interested in the statement made to us of how they worked the different matters that belonged to their department. They attached very great importance to the benefits conferred on the stores by having a conversation room, and they told us that many important public movements had been set on foot through discussions that had taken place in their room. . . . They have a separate committee to manage their education department, and we should do well to imitate them in this if we can get a few gentlemen from our body of members who can give their time and are disposed to work for us."

At the quarterly meeting on May 4th, 1878, it was decided—"That the educational committee shall be responsible to the members only, to whom reports, minutes, &c., must be submitted at quarterly meetings to be held in certain months of the year; that the com-

by the educational committee on July 27th, 1877, which the general committee either rejected or ordered that they lie over:—

That we invite all our officers and servants to assemble together for the mutual expression of opinion on co-operative objects and how to attain them.

That we offer a prize for the best essay on the cause of the stationary state of our sales and the reason why our servants leave us.

That we recommend to the members that Thursday night be substituted for Saturday for all general meetings.

mittee shall have control over the library and newsroom, and all property belonging to the department, and shall have entire control of the way in which the money granted by the members to this department shall be spent."

The first independent educational committee consisted of William Butterworth, *Samuel Lee Chadwick, and

* Samuel L. Chadwick at various times also usefully served the society as a member of the general committee and as an auditor. He was the first of a number of silk weavers from Kidderminster to settle in this district. Afterwards he became manager for a firm of cotton manufacturers. In 1873 he was elected on the committee of the Co-operative Printing Society, and, except for one year, he was a continuous member until 1893, serving as president during the last four years. He was also for a time the society's delegate to the Co-operative Newspaper Society. Some years before his death on October 27th, 1895, at the age of 59, removal out of the district compelled him to sever a very active association with the society.

S. L. Chadwick and a John Taylor were at the Parish Vestry Meeting in 1872 appointed parish constables for Failsworth, and were the last holders of the office. The office of constable was one of the most ancient in the realm for the conservation of the peace. In the time of Henry III. a writ or mandate was issued that in every village or township there should be constituted a constable or two according to the number of the inhabitants, and it has been claimed that they and coroners date back to the days of King Alfred. The earliest record of the appointment of a constable for Failsworth is 1621. In the Failsworth Town's Books (which are now in the possession of the overseers at the Town Hall, but which until 1880 were kept in the Town's Chest in the Old School, in Pole Lane, where they were accessible to everybody) there is a list of the constables from 1720 to 1795. In 1796 a constable who was sent to serve a warrant in the neighbourhood of Newton Heath was compelled by the people to eat the document. And the Failsworth records show that on August 24th, 1829, the Failsworth constable issued notices that all bull-baiting was strictly forbidden and that offenders would be prosecuted under the Act for Preventing Cruelty to Animals. "In Wrigley Head they remember well the bull-baiting, bear-baiting, and cock and hen fighting for which this part of Failsworth was notorious, and how when a certain bull proved to be minus the usual defences of nature, a pair of horns were made of iron and fastened by means of a band and bolt of the same metal upon the animal's head so that sport might still prevail." (*Failsworth Folk and Failsworth Memories*.) In the early days the office of a constable was a very important one, but when the "Bobbies" or "Peelers" were appointed under Sir Robert Peel's County Constabulary Act there was less need for their services. In 1872 they were abolished by

Thomas Wood. S. L. Chadwick was appointed chairman, and Thomas Wood secretary of the committee.

The general committee, as a body, did not at first take very kindly to the change. They were somewhat inclined to continue to exercise their authority, and now and again there was some little friction between the two committees. On one occasion the educational committee requested the general committee to remove the crockery out of the library room, but the request was declined and the educational committee were advised to put up some shelves. By degrees, however, the little causes of difference, personal and otherwise, disappeared, and a minor resolution to the effect that a meeting be held in the library room, "provided we get permission from the educational committee," apparently marked the beginning of more friendly relations.

Science classes in connection with the Science and Art

Act of Parliament. Before the establishment of the police force there was a haphazard way of appointing special constables to assist the parish constables, the former being the outcome of the Machinery and Food Riots in the early part of last century. The parish constables in later years, when they attended at the New Bailey Courthouse and afterwards the Strangeways Courthouse to be sworn in, were always chaffed by the regular bobbies (Mr. H. T. Crofton and "History of Newton Chapelry") and sometimes they deserved it.

'Twas in the prime of summer time
An evening calm and cool

* * *

Two stern face men set out from *
And * * walked between
With gyves upon his wrist.

One summer evening there was a solemn procession from Fails-worth through Newton Heath. The parish constables had apprehended a man, who, handcuffed to each of them, was marched to the Newton Heath Police Station and safely lodged in gaol. They were followed by a large crowd and the constables drew out their staves either for readiness against attack or as a symbol of their authority. "What has he done?" many people asked. "He's killed a woman," said one. "No, it's a child," said another. When the man was brought before the magistrates next day he was charged with having kicked a door open. The case was dismissed and the parish constables were reminded that they were not to supersede the regular authority, but to assist them in case of need.

Department, South Kensington, were established on September 5th, 1878 ; Messrs. Standring, Joseph Hall, Hibbert, Keeble, R. Whittaker, Jacques, G. Whittaker, and William Trevor being invited to act as a committee in compliance with the regulations. At the end of the same month a deputation waited upon the committee with the object of getting their sanction to the holding of a botanical class in connection with the society. This was given shortly afterwards. James Ridyard was elected president, John Booth vice-president, and Joseph Taylor secretary. The members paid a contribution of 3d. per month, which went to the educational fund, all the expenses being paid out of that fund. Cookery lectures were begun on January 13th, 1879.

On June 30th, 1879, it was considered desirable to have a new bakehouse. This was built at the central premises. It had two tiers of ovens, three in height, on Jennison's principle, and what was then known as the "Crewe" principle of kneading by steam power. A new building, three stories in height, was erected in Ridgefield Street, and part of it used for storage and other purposes. The fixing of the ovens was superintended by Messrs. Jennison. At that time these appliances were the best of their kind ; the firing being done at the opposite end to the oven doors. The principle of kneading by power was also a new one. Valuable services in connection with the equipment of the new bakehouse were given by Edmund Taylor, who was a mechanic by trade.

The total cost of these additions was £1,500. When they were completed, the old bakehouse in Hardman Street was utilised for other purposes.

At the quarterly meeting on November 1st, 1879, George Baines, Thomas Worthington, William Butterworth, and Adam Percival were appointed a committee to revise the rules, this being the fifth revision since the beginning of the society. The proposed new rules were adopted at a special general meeting of members on December 22nd, 1879, and were registered on January 14th, 1880.

On August 6th, 1879, the general committee resolved—
"That the educational committee have full control of

both the purchase and sale of the co-operative newspapers transferred to them."

On November 1st, 1879, it was unanimously decided—"That the educational grant be increased from one-and-a-quarter to two-and-a-half per cent on the net profits quarterly, and that the educational committee pay for gas and fire for the reading-rooms, library room, class purposes, and pay for hire of hall for lectures, entertainments, &c." The committee had almost secured this increased grant on an earlier occasion. Two years before, at the members' quarterly meeting, the balance sheet was adopted "with the exception of the grant to the educational fund, which be doubled, making it $2\frac{1}{2}$ per cent instead of $1\frac{1}{4}$ per cent as arranged." This resolution seemed to have been out of order; at any rate, "Rescinded" was written across the entry in the minute book. The educational grant for the quarter prior to the increase was £42. 2s. 4d., and in the next quarter it had increased to £75. 12s. 11d.

The committee in 1879 reported that the experiment of opening the New Road reading-room on Sundays had proved unsatisfactory, and that they had decided to close it. In 1878 they had been desirous of opening the whole of the reading-rooms on this day, and were given permission to open the one at New Road for three months as a trial, but they continued the experiment for over eighteen months.

The sales during the year 1879 were £83,873. 1s. $1\frac{1}{2}$ d.; interest paid on share capital, £1,872. 0s. 11d.; dividend paid, £10,104. 7s. 11d. The capital of the society amounted to £41,729. 1s. 11d., and the number of members was 3,355. Of this number there were 1,587 who had £1 or over in the society, and 1,768 who had less than £1 invested. The penny bank deposits amounted to £325. 9s.

A minute passed on October 20th, 1879, showed that the committee paid attention to small things as well as great:—"That the secretary be requested to write . . . asking him to refund the 1s. he has overcharged us for attending a conference at Littleborough, as there was never any understanding that the fare was to be from Manchester, but from the nearest station, which is Newton Heath Station."

By this time the employés' annual trip had improved on the ride on a horse and cart to Belle Vue. A trip to Blackpool was arranged, and permission was given one-half the servants to go, "but they must first draw cuts each, and those that are successful must work on Tuesday afternoon." Subsequently the trip was fixed for the day when there was a half-holiday, and the shops were closed an hour earlier.





CHAPTER IX.

1880—1883.

ADAM PERCIVAL, PRESIDENT—NON-PURCHASING MEMBERS—
RESIGNATION OF MR. JACQUES—THOMAS BERRY, MANAGER,
AND ENOCH GREAVES, SECRETARY—WILLIAM WATSON RE-
PLACES THOMAS BERRY—HARDMAN STREET COTTAGES, &C.—
REVIEW OF EDUCATIONAL WORK—BRANCH MEETINGS—
SIXTH REVISION OF RULES—REDUCTION IN SHARE CAPITAL—
NEWTON HEATH MECHANICS' INSTITUTE—EMMANUEL HIBBERT
ELECTED ON WHOLESALE SOCIETY'S COMMITTEE—CO-OPERA-
TION STREET COTTAGES, &C.—ANALYSIS OF SHAREHOLDERS'
CAPITAL—ELECTION OF OFFICERS BY BALLOT—BUILDING
SOCIETY FORMED—DAIRY DEPARTMENT ESTABLISHED.

ON February 7th, 1880, Adam Percival was elected president in succession to Emmanuel Hibbert. The other candidates were Joel Whitehead, Joseph Allen, and Emmanuel Hibbert.

At the members' meeting on April 19th, 1880, it was resolved—"That the list submitted of non-purchasing members have notice given them that we cannot allow them interest on more than £1 after the 1st of June, 1880, in accordance with Rule 9." A little later another step was taken with the object of further reducing the share capital. In the balance sheet for the quarter ending June 22nd of the same year it is stated that "at the end of last quarter we had a balance of £5,959. 19s. 7d. at the

bank, for which amount we receive considerably less interest than we are paying.” It was therefore decided to give notice to eighteen non-purchasing members to withdraw their capital. This resulted in a decrease of £717. 10s. 5d. At the beginning of the society, in 1859, all the shareholders were purchasers, but afterwards investments, pure and simple, were encouraged. The one regrettable feature in the rigid application of this resolution was that it cut off the associations of some of the oldest members who had gone to reside out of the district.

On May 24th, 1880, Robert Jacques resigned his position as manager of the society. He had sent in his resignation six months before this, but withdrew it at the earnest request of the committee.

Mr. Jacques, who in his early days was in the employ of one of the Oldham societies, was generally regarded as a capable manager. He had his critics. Some thought he ruled “with too high a hand,” and others considered that he was not sufficiently loyal to co-operative productive institutions. What the committee thought about him can be gathered from the following resolution, which they passed when Mr. Jacques first tendered his resignation:—“That we desire to express our hearty thanks to Mr. Jacques for favourably considering our request asking him to stay with us, he having had an offer of a position much better than the one he now holds. We are confident, in staying with us, that he is exercising great denial and self-sacrifice of future prospects. We think it will be conducive to the future prosperity of the society his promising to retain his position, and we are confident the members will agree with us in expressing entire confidence under his management.”

The progress made by the society during Mr. Jacques’ management is shown by the following figures extracted from the balance sheets about the beginning and the end of his connection with the society:—

Quarter ending March, 1875. Sales, £12,686. 4s. 4d.; dividend, 1s. 11d.; percentage of grocery purchases from wholesale co-operative establishments, 72.

Quarter ending March, 1880. Sales, £25,811. 19s. 8d.;

dividend, 2s. 6d. ; percentage of grocery purchases from wholesale co-operative establishments, 81.

One of the most remarkable instances of Mr. Jacques' enterprise was a successful speculation in flour in 1878. He always studied the market reports, and having noted certain circumstances which led him to think that there was going to be a short supply of wheat, and having come to the conclusion that flour had touched its bottom price, he began to buy largely ; the contracts stipulating that the flour be delivered as required. From May to August, he purchased nearly 7,000 sacks, at 34s. per sack, or thereabouts. That was the market price at the time, though a similar quality of flour could afterwards be bought for about 20s. a sack. The bulk of these contracts were made with the Star Corn Mill. The price of flour gradually went up in the market to about 49s. a sack. The flour was sold in the society's shops at the current market prices, with the result that there was a large increase in the profits and in the dividend. There was also an advance in the wholesale prices of other commodities, but the society was generally well bought all round.

When about half the flour purchased had been delivered, a deputation from the Star Corn Mill attended before the committee, and asked them to spread the deliveries over a longer period, and take half the quantity of the flour they were using at the market price of the day. They said that other societies that had contracted with them had agreed to do this, and that it would enable them to spread the loss over a longer period. The committee, at the outset, thought this a good suggestion, but they ultimately decided, on the advice of Mr. Jacques, "to pay interest on the stock which the Star Corn Millers' Society is obliged to keep, in order to meet the orders which we have on their books. The interest to be reduced monthly in proportion to the payments made by us until the whole is cleared out." The interest paid amounted to between £50 and £60.

The reason for such an enormous advance in the price of flour is given in the undermentioned corn crop statistics :—

Harvest Years. Sept. 1st to August 31st.	Area under Crop. Acres.	Average Yield per Acre. Bushels.
1878-79	3,372,590	30
1879-80	3,047,752	15½
1880-81	3,057,784	24½

The crop in 1879-80 was less than it had been for thirty years.

There were over a hundred applications for the vacant position of manager, but on June 3rd, 1880, Thomas Berry, the secretary, was appointed, and on June 28th of the same year Enoch Greaves, of Lees, Oldham, was engaged as secretary.

Mr. Berry, who was never a successful manager, continued in office until August 20th, 1881, when he resigned. The dividend for the second quarter of the year had fallen to 1s. 11d. He was not wholly responsible for this, for during his management there were continuously rising markets. Moreover, the former manager's successful purchases of flour had by this time been completed.

On August 19th, 1881, William Watson was appointed manager. Mr. Watson came with good credentials from the Oldham Industrial Society, whom he had served for twenty-one years, and, under his control, the dividend was quickly restored to the normal level.

In 1880-1 eleven more cottages were erected in Hardman Street, and additions made to the stables, at a cost of £1,927. 4s. 4d., Messrs. S. and J. Smethurst being the contractors. The Miles Platting Branch was extended (new drapers and butchers' shops) at a cost of about £685.

At the members' monthly meeting on March 5th, 1881, it was resolved, after a long discussion—"That, in the opinion of this meeting, it is desirable that no member be appointed a delegate to two places." Another resolution passed at this meeting was—"That the nominator of a candidate for any office in connection with this society shall be allowed to place before the members the qualification of said candidate."

On January 29th, 1881, at the educational department's annual tea party, Thomas Wood (the secretary) read the committee's report. It stated that the library, which was

originally purchased and catalogued by members of the committee as a labour of love, had, from its commencement, been thrown open to the public without subscription and practically without any penalties. At the beginning of 1880 the committee took steps to overhaul the library and considerably augment its treasures. They expended during the year £137. 17s. 6d. in the purchase of books of sterling worth and reputation, and could now point with satisfaction to the quality of the contents of the library, which included many of the choicest works in the language, and a far greater numerical proportion of educational books than most collections of similar magnitude. Reference was also made to the science and art and other classes which were being held, and to the Saturday botanical rambles.

The Bishop of Manchester (Dr. Fraser) was the principal speaker at the meeting.

In May, 1881, the committee were compelled to close the reading-room at the Oldham Road Branch, on account of the unruly conduct of the users, who had been repeatedly warned without effect. In its place, a reading-room was opened over the Miles Platting Branch on June 14th of the same year. On March 5th this year the educational committee, which then consisted of William Butterworth (chairman), William Eckersley, and Thomas Wood (secretary), was increased in number from three to five, James B. Churchman and Joseph Etchells being the two new members.

On June 4th, 1881, at the members' monthly meeting, Jonathan Kershaw moved—"That this meeting takes into consideration the desirability of holding consecutive meetings of members at the different branch stores where there is convenience for that purpose." The consideration of this matter was adjourned until the quarterly meeting on August 6th, when the principle was partially accepted. On August 24th, the committee resolved—"That we arrange to have members' meetings at the Miles Platting Branch eight days before the time for holding the members' monthly meetings, and that a portion of the general committee attend these meetings for the purpose of hearing complaints and suggestions from members, and

that Adam Percival, William Taylor, and Benjamin Rydings be appointed to attend these meetings."

In February of the following year it was felt that these meetings were serving no useful purpose, and it was therefore determined to discontinue them.

The practice of holding preliminary meetings of delegates was initiated on September 3rd, 1881, when, by resolution of the members' meeting, the secretary "was instructed to call a meeting of the delegates to the Co-operative Wholesale and Star Corn Mill societies a few days previous to the time for the above-mentioned societies holding their quarterly meetings, and any other society where we send two delegates to represent this society."

In 1881 the clogging business in all its branches was commenced at the New Road Store.

The educational committee, on September 22nd, 1881, supplied Mr. Burcham with a testimonial for the efficient manner in which he had conducted the arithmetic classes connected with the society. Mr. Burcham was the school-master at St. John's, Pole Lane, and was leaving the district for North Carolina. The society's botanical class also presented Mr. Burcham with a lens on his retirement from the committee.

In 1882 the rules were revised for the sixth time, and the amended rules approved by a special members' meeting held February 18th. They were registered on April 27th of the same year. The alterations referred exclusively to financial matters, and gave the members more power in regulating the society's capital. The new rules empowered the society to receive loans. At the end of the year the loan deposits amounted to £2,304. 10s. This is to some extent accounted for by the following resolution, adopted on May 5th, 1882:—"That one month's notice be given to all the friendly societies and day and Sunday-school societies to withdraw their share capital, with the understanding that they can re-invest the same in the society as loans at 4 per cent per annum." These institutions were allowed a dividend of 2s. in the pound in place of the 1s. 8d. granted to non-members. The amended rules also provided that in the event of the committee having more cash on hand than they could

profitably invest, they had power to repay all or any portion of the loans, and, further, to reduce the number of shares held by the purchasing members, the highest being the first purchased down.

On June 2nd 1883. after one or two adjournments, the members' meeting adopted the following resolutions:—

(1) "That the share capital of the society be reduced from £200 to £150 per member."

(2) "That members' wives or husbands, and members' children, who have investment accounts in the society, have due notice given them to withdraw the sum from the shareholders' account, with the understanding that they can re-invest the same as loan in the society, to bear interest at 4 per cent per annum. No loan account to exceed the sum of £150."

(3) "That in future we only admit one person from each purchasing or intending purchasing family as a member of this society."

About this time a great amount of capital was finding its way into the Failsworth Society out of the building societies, which were not then quite so successful as formerly. Moreover, some of the members were making use of the society as a bank, and depositing comparatively large sums in the names of their wives and children, which deposits were receiving 5 per cent per annum interest, which was much more than was given elsewhere with the same facilities for withdrawal.

In one instance the society assisted a building society—the Newton Heath Regent—and found a temporary investment by lending it £1,200 at 5 per cent on the security of some property at Urmston. This was all repaid in 1887.

The educational committee made an unsuccessful attempt on July 5th, 1882, to obtain, as a gift in aid of the educational work of the society, the balance of the Newton Heath Mechanics' Institute Fund. This institution was established in the 'sixties at the large house at the corner of Church Street and Green Street. It was then occupied by a Mr. Holt, who kept a private school. In the evening classes were held there under the auspices of the institute, the students being taught by Mr. Holt and several voluntary teachers. After a few years' work it was decided to dissolve the institute. George Evans, sen.,

S. L. Chadwick, and John William Williamson were appointed trustees of the funds, to hold until such time as a similar institution was established in the district. On March 24th, 1891, the surviving trustees handed over the sum of £46. 10s. 2d. to the Manchester City Treasurer, stipulating that it should be expended in the purchase of books for the Newton Heath Free Library. In later years the house was used as a residence, then as a Liberal Club, and afterwards for business purposes.

On September 2nd, 1882, Emmanuel Hibbert was elected on the committee of the Co-operative Wholesale Society. After the retirement of Thomas Hayes, in 1873, Joel Whitehead was on one or more occasions nominated for election; but subsequently the society selected Mr. Hibbert as their candidate, and nominated him year after year. His election was the outcome of a resolution passed by the members on October 1st, 1881, when they recommended the general committee to take "the initiative of calling together a representative meeting of a number of co-operative societies who are members of the Co-operative Wholesale Society for the purpose of considering the advisability of concentrating the voting power at present election of committee-men for the Wholesale Society on one or two candidates, such meeting to be held at Failsworth." The object was "to prevent the splitting of Lancashire votes." Mr. Hibbert was eventually selected as the candidate upon whom the voting power of the various societies should be concentrated. After his election conferences were frequently held at one place or another, the Failsworth Society always being represented at these meetings by Samuel L. Chadwick. "But (in the words of Alfred Pollitt) jealousies arose, and we buried the association at Saddleworth." The funeral rites took place at Greenfield on July 16th, 1887, and were attended by John F. Allen, John Fitzgerald, Sydney Collins, and Alfred Pollitt, who had meanwhile been instructed "to vote against the continuance of the *association."

* There was a suggestion to form an association somewhat on the same lines in 1905, when Henry J. Upham (Failsworth Society), at the request of the Executive Committee of the Manchester District Conference, prepared a paper on—

In 1882 fourteen additional houses were erected in Co-operation Street, Failsworth, at a cost of £2,127. 2s. 5d.; Thomas Taylor being the builder. Extensions, including a new reading-room, were also made to the New Road Branch, at a cost of £277. A new lard house was erected at the Central Branch. Reading-rooms were provided at the Woodhouses and Daisy Bank branches, both being opened in 1883.

On September 30th, 1882, Adam Percival, the president, placed before the members the following analysis of the society's capital :—

210 members each with	£25 invested.
142 members each with	£50 invested.
80 members each with	£100 invested.
42 members each with	£150 invested.
40 members each with	£200 invested.
514 members with ...	£34,850 invested.
3,071 members with ...	£15,744 invested.
Total	£50,594.

The foregoing statement showed that at that time over two-thirds of the society's capital was held by one-seventh of the total number of members.

Dissected in another way, the figures relating to the capital showed that there were 1,384 members with £1 or more, and 2,201 members with less than £1 in the society.

For the quarterly meeting on November 4th. 1882, notice was given of a motion, "That the election of officers be by ballot." Prior to the discussion taking place. Adam Percival, Emmanuel Hibbert, and Alfred Pollitt were appointed by the general committee to prepare a scheme.

Subsequent elections were as a rule by ballot, but there were important exceptions. The practice for some time

- (1) "Can a better method be adopted in selecting candidates for election on the various boards of management in the co-operative movement?"
- (2) "Does the present system of societies competing with one another justify the expense, loss of time, and, moreover, the uncertainty of candidates being elected?"

This was read at the quarterly conference held at Hyde on October 21st, 1905. It was favourably received, and gave rise to an interesting discussion, but nothing further has been done.

was for each meeting to decide for itself how the elections should take place.

In the balance sheet for the quarter ending December 19th, 1882, "the members are informed that the building department is now in working order, and the committee are prepared to entertain applications for *advances." These had to be made to the building committee, which was constituted as follows:—Edmund Taylor, Sydney Collins, John Stott, C. Whittaker, and J. F. Allen (secretary).

The preliminary work in connection with this second attempt to form a building department had extended over a period of about four years, the proposal being first brought before the members on November 2nd, 1878. The matter then remained in abeyance until August, 1882, when Edmund Taylor, J. F. Allen, G. Wolstencroft, R. A. Pott, W. Butterworth, and A. Percival were instructed to draft a code of building rules. These were adopted at a special meeting of members held on October 7th, 1882, and specially registered on November 25th, 1882. The rules provided that—

(1) "Not more than £300 shall be advanced to any one member."

(2) "Interest at the rate of 5 per centum per annum shall be charged on and added to the balance owing by such member in March, June, September, and December in each year."

(3) Repayments shall be on the basis of 4s. per week, or £2. 12s. per quarter, on an advance of £120, and for larger amounts in the same proportion."

(4) "Each member shall pay the sum of one shilling per annum for working expenses."

This was a serious effort to encourage working men to become possessed of their own houses. The advantages, whilst entailing no loss to the society (as a matter of fact, there was a small profit), were far superior to anything offered by any building society, and, moreover, the borrowers were not subject to any of the risks which experience had proved sometimes attended the latter.

On January 25th, 1883, as the outcome of a visit to the Pendleton Society's dairy, which was proving very

* By the end of the year ending September 18th, 1883, the sum of £1,490 had been advanced for building purposes.

successful, the committee resolved to make an attempt to establish a dairy department. The branch managers at Daisy Bank, Newton Heath, Oldham Road, and Miles Platting were instructed "to solicit the names and addresses of the members in their respective districts who will consent to have milk delivered to them by our own society, providing we can make satisfactory arrangements for such delivery, with the understanding that no checks will be given upon milk purchases."

The response must have been encouraging, for on March 28th, of the same year the manager (Mr. Watson) was instructed to buy the necessary horse, milk dray, and milk cans. Considerable extensions and alterations were made at the stables in order to provide for this new business.

Adam Percival, Benjamin Rydings, and the manager were appointed to go to Cheshire, and make arrangements for the purchase of the milk. It was understood that the society should have an agreement with the people who supplied the milk, the latter accepting the responsibility if it was not pure. The deputation went to Chelford, and were introduced by Mr. Reeves, a cattle dealer who frequently did business with the society, to a Mr. Wilson, a sturdy Cheshire yeoman, who held a farm of between three and four hundred acres, and kept between thirty and forty beasts. After a preliminary conversation, and a bargain having been made, the agreement was produced for signature. Mr. Wilson said he had no desire to do anything but what was right; but he had never seen the deputation before, and did not feel disposed to sign any document. He would, however, give his word of honour that he would send his milk as agreed. As the trade developed, arrangements were made for a supply from other farms also.

The committee's business relations with Mr. Wilson were most satisfactory, but two years afterwards they were broken by a sad calamity. One of the society's horses was sent from Failsworth to his farm at Chelford to recover from an illness. It afterwards transpired that the horse was suffering from farcy, from which it died. Mr. Wilson, when assisting in the removal of the dead

animal, caught the infection, which proved fatal. On January 7th, 1886, the members, realising that some moral and possibly some legal responsibility rested upon the society, resolved out of the reserve fund to send the widow a donation of £75, as some indication of their sympathy with her in the loss she had sustained. This was accepted.

On April 7th, 1883, the members' monthly meeting decided "that the business of the educational committee be considered first at the quarterly meetings of the committee which are held in March, June, September, and December, and that the president of the educational committee take the chair at these meetings."

In June of the same year James B. Churchman was elected the society's representative on the Board of the Star Corn Mill, Oldham.





CHAPTER X.

1884—1887.

LEGAL PROCEEDINGS AGAINST THE SOCIETY—NEWTON HEATH
No. 2 BRANCH—BUILDING OPERATIONS IN HULTON STREET—
VARLEY STREET BRANCH—REDUCTION OF SHARE CAPITAL—
MANCHESTER SHIP CANAL—COTTON STRIKE OF 1885—CO-
OPERATIVE FARMING SOCIETY—SEVENTH REVISION OF RULES—
ELECTION OF NEW COMMITTEES—COMMITTEE'S REMUNERA-
TION—ANALYSIS OF SHAREHOLDERS—A FINANCIAL PANIC—
FURTHER ASSISTANCE FOR EDUCATIONAL DEPARTMENT—
EMMANUEL HIBBERT, PRESIDENT—VISIT FROM MR. HOLY-
OAKE—BOUNDARY LINES.

ACTIONS at law frequently extend over long periods, and a simple right-of-way case, begun in 1882, was not finally settled until 1884, nearly two years afterwards. In this case the society was the defendant. At the Manchester Summer Assizes, in 1882, before Mr. Justice Day, Messrs. Samuel and James Higham sought to recover damages for trespass on their land adjoining the Oldham Road Branch. The contention of the plaintiffs was that the society had no right to take its carts along the passage at the back of the plaintiffs' shops in order that they might be unloaded. The site had, however, been bought on the express understanding that there was a right of way (the vendors having guaranteed free access to the rear of the proposed buildings), and the committee declined to discontinue using it. The tenants also took the part of the landlords, and tried to obstruct the carts by putting

out their clothes lines and placing their clothes props in the wheels. It was an unequal contest, and was always bad for the props. On one occasion one of the plaintiffs tried to obstruct a scavenger and his cart. The scavenger naturally wanted to know the why and the wherefore, and was told that he was one that had to help to pay his wages. "Well," said the scavenger, putting his hand in his pocket, "tell me what thi share is, and I'll pay thee; but I'm noan going back."

Threats and actions of this kind not being successful, the Highams, in February, 1882, erected stumps across the passage. The society sought advice from Messrs. Darbishire and Tatham, solicitors, and others. The subject was also brought before the notice of the Newton Heath Local Board, but that authority declined to interfere, though Mr. E. M. Dixon, who was then the chairman, advised, in his private capacity, that the stumps be cut down. This was done in the presence of the manager and the secretary. They were, however, re-erected. They were again removed, after which the chief officials of the society formally drove along the passage in a conveyance. The plaintiffs thereupon brought the action.

Mr. Ambrose, Q.C., and Dr. Pankhurst were counsel for the plaintiffs, and Mr. Gully, Q.C., and Mr. Yates, counsel for the society. Mr. Justice Day, having first explained at some length the grounds for his decision, gave judgment for the defendants, with costs. An appeal was entered, which was heard on April 26th, 1884, by the Master of the Rolls and Lords Justices Bowen and Fry, and also dismissed with costs. A copy of the judgment appeared at the time in the *Co-operative News*, it being inserted in full at the request of the society.

Although the society was awarded costs, it was over £100 out of pocket by the action.

On July 12th, 1884, a special members' meeting was called together by requisition to take into consideration the alteration of Rule 19, so that no auditor or member of the general committee be allowed to hold his position for more than three years in succession. After "due and full discussion," it was resolved that no alteration of rule take place.

The Newton Heath No. 2 Branch was opened about the middle of July, 1884, with the intention of removing the congestion at the Wellington Street Branch. A sub-committee, consisting of Adam Percival (president), Alfred Pollitt, and Benjamin Rydings, had, since March 19th, 1883, been looking out for a suitable site for a branch, and in March, 1884, Adam Percival learned from Thomas Worthington that Samuel Mather was desirous of selling the freehold land and premises belonging to him at the corner of Church Street and Oldham Road, Newton Heath, and formerly owned and occupied by Cornelius Shiers, butcher. The opportunity of acquiring such a prominent and desirable site was not allowed to slip. On April 3rd Emmanuel Hibbert, Joshua Ashworth, and the manager were appointed to wait upon Mr. Mather for further information and particulars. This led to an offer of £4,000 by the society. After another interview, and further discussion, a bargain was struck for the sum of *£4,150, plus the payment of annual chief rents of £23. 19s. 10d., one of which, amounting to £11. 9s. 10d., was bought by the society in 1890 for £290. The land comprised 2,619 square yards, and the purchase also included twelve cottages in Church Street and Green Street. Mr. Mather subsequently related the circum-

* This purchase appeared in the Investments Account in the balance sheet for the quarter ending September 23rd, 1884, at the sum of £4,224. 18s. 6d., which, six months later, was increased to £4,289. 13s. 9d. In September, 1886, this item was divided as follows:—Shop, £3,289. 13s. 9d.; cottages, £1,000. Depreciation on the original value was allowed until June, 1890, after which, being reckoned on the nominal value, the quarterly amounts were reduced. In 1894, however, and onwards, when the society was making exceptionally large profits, the shop property was specially depreciated. In 1894-5, £350 was allocated for this purpose, and out of the profits for the last quarter in 1895 a further sum of £1,000 was also allowed for depreciation. In the March, 1896, quarter the balance of £334 was written off, after which began the payments on account of the erection of the new buildings which were being erected on the site.

The cottages in Church Street and Green Street during 1896-7 were specially depreciated £450. In 1906, £203 was received for old material, and in the same year the balance of £81. 9s. 5d. was taken out of the profits. By this time the cottages had been pulled down and the site cleared.

stances of his connection with a co-operative society in Newton Heath some forty years previously, whose stock and shop fittings he subsequently bought. Afterwards he acquired the shop and cottages on the site which he had just sold to the society, and removed his business there. Mr. Mather concluded by saying that, "Having started with the stores, he desired to end with the stores."

The committee's action received the sanction of the members' quarterly meeting on May 3rd, 1884. A few days later, when Mr. Mather introduced the name of the Failsworth Industrial Society to his solicitor, the latter asked whether these working chaps had enough money to pay for the building. Mr. Mather said: "You go on with your work; I am paying you. They have enough money to build a church."

An arrangement was afterwards made with Mr. Mather for the acquisition of the fixtures. The purchase was completed on July 8th, 1884, and in the following month the shop was opened as the Newton Heath No. 2 Branch.

During 1884 the society erected nine cottages in Hulton Street, at a cost of £1,376. 16s. 3d., Samuel Whitehead being the contractor. A new cattle-shed and slaughter-house was also built in Hardman Street, at a cost of £433. 4s.

An occasional entry in the minute book or an item on the balance sheet recalls some forgotten occurrence in the district. Thus, a resolution in 1884 to grant £10 out of the reserve fund to the Moston Relief Fund brings to mind the distress caused by the flooding of the Moston Colliery, owing to the breaking in of the water from the White Moss, in that year, when all the miners were thrown out of employment. Pumping operations extended over two months, but made no impression, and the mine was abandoned, new shafts being sunk some distance away.

In the first quarter of 1885 the tailoring business was established at the Central Store, and thenceforward became a very important department. A tailor was engaged, after Benjamin Rydings, Jonathan Kershaw, and the manager had inquired into "the character, abilities, and workmanship of the applicants." A few months later a butcher's shop was established in connection with the

branch at Woodhouses, and a clogging department started at the Newton Heath No. 1, or Wellington Street Branch.

On November 7th, 1885, it was agreed to purchase from W. E. Frere the plot of land, containing 2,352 square yards, situated in Hardman Street and Hulton Street, Failsworth, for the sum of £294, the same being 1½d. per yard, at twenty years' purchase.

Early in 1884 inquiries were made with the object of establishing a branch somewhere near the Bradford end of Varley Street, Miles Platting. A site in Bradford Road was recommended for purchase, and on March 20th a sub-committee, consisting of Messrs. Alfred Pollitt, Joshua Ashworth, and Jonathan Kershaw, were instructed to make an investigation. On June 23rd it was agreed to postpone further proceedings, pending an arrangement with the Manchester and Salford Society as to the boundary line. This matter was settled on November 24th of the same year.

On February 23rd, 1885, another move was made, and Adam Percival, Alfred Pollitt, Thomas Egerton, and Benjamin Rydings were instructed "to arrange for the opening of a branch place of business in the Bradford Road district." A plot of land in Varley Street was considered suitable, and the manager and secretary were deputed to get some information about it. On April 13th of the same year an offer was made to the Dean and Canons of Manchester to take 1,482 square yards of land in Varley Street and Holland Street, Miles Platting, at 4d. per yard, for the term of 999 years. While the negotiations were in progress, Adam Percival (president) and William Watson (manager) had an interview with the Dean and Canons, with the object of getting the land at a reduced price, as some recompense for the loss the society had sustained in maintaining its rights in connection with Oldham Road Branch. It was pointed out at this interview that the society ought not to have been involved in an action of this kind, and that the Dean and Canons were deriving some advantage from the decision, inasmuch as it had shown them the necessity of making more definite covenants with future purchasers. On these grounds the request was made that the land be

leased at 3d. per yard. The deputation was not successful in its object.

The contract for grocer's and butcher's shops and five dwelling-houses was let on June 29th, 1885, to Thomas Taylor, of Failsworth, for the sum of £2,353, the work being carried out from the designs and under the superintendence of F. Smith (architect), of Manchester. The accommodation also included a reading-room. The premises were opened for business on Thursday, January 28th, 1886, and on the Saturday following a tea party was held in the upper room. Adam Percival presided, and gave a pressing invitation to the people residing in the immediate district to come and join the society, and thereby help to make the establishment of the branch a great success. Speeches were also delivered by George Wolstencroft, George Baines, and Alfred Pollitt.

In less than a week sixty-two members joined the society at this branch. The reading-room was opened on February 27th, 1886, by George Baines, the chairman of the educational committee.

The committee, on April 27th, 1885, recommended the members to reduce the share capital of the society from £150 to £100 per member ; that the loan capital be reduced from £150 to £50 per investor ; that the interest paid to penny bank depositors be reduced from 5 to $3\frac{3}{4}$ per cent per annum ; that the loan interest be reduced from 4 to $3\frac{3}{4}$ per cent per annum ; and that notice be given to schools, sick and burial societies, and sacred orders to withdraw the loan capital invested in the society, as interest will cease to be paid on the same.

All these resolutions were adopted by the members' quarterly meeting on May 2nd, 1885.

On September 5th, 1885, the committee resolved to recommend the members to invest the sum of £500 in shares in the Manchester Ship Canal Company, and that the amount of such shares be taken out of the reserve fund. The members did not escape the wave of enthusiasm then prevailing, and when the recommendation came before them on November 7th of the same year, they increased the amount to £1,000. They even postponed such an important function as a members' meeting



VARLEY STREET BRANCH.

because a demonstration to further the canal scheme had been fixed for the same evening.

At the recommendation of the committee, the society's holding was, on May 7th, 1887, increased from £1,000 to *£2,000; and a little later a resolution was adopted that the whole of the shares appear in the balance sheet as an asset, the resolution to pay the calls from the reserve fund being rescinded.

Twenty-seven of the employés also took up a £10 share each in the company, the society advancing £4 on each share, which was repaid at 1s. per week plus 4 per cent interest. These repayments were completed on December 20th, 1888.

In 1885 there was a thirteen weeks' strike in the cotton trade, and on September 14th, A. S. Collins, James Taylor, E. Hibbert, Jacob Rydings, Edmund Taylor, Benjamin Rydings, and Joseph Hilton were appointed "an investigation committee to inquire into the circumstances of our distressed members or other extreme cases, with a view of giving them temporary relief." The committee, which was empowered to act at its discretion, expended £53. 12s. 9d., and they were thanked for their services on November 7th of the same year.

On October 26th, 1885, the committee had under consideration a circular from the Central Board soliciting information in respect to establishing co-operative productive establishments. The reply was as follows:—"We are already part proprietors of a cotton mill and a corn mill in this district, and cannot at present recommend any kind of business to be commenced. If a suitable farm could be got within a reasonable distance, the society would no doubt take up a fair number of shares and help to promote its success in every way in which we can help."

That the society was prepared to assist any further attempt at co-operative farming was evident by its

* These shares were depreciated out of the respective surplus quarterly profits as follows:—September 21st, 1892, £300; March 21st, 1894, £200; June 20th, 1894, £200; September 19th, 1894, £200; December 19th, 1894, £300; March 20th, 1895, £300; December 18th, 1895, £200; March 18th, 1896, £100; total, £1,800. At the end of 1908 they appeared in the balance sheet as being of the value of £200.

actions. It invested £20 in the Assington Agricultural Society, which was ultimately lost. It also agreed to take up one hundred £1 shares in the Co-operative Farming Society, and did actually advance £100. This society was promoted by some of the societies in the Manchester district, Adam Percival being chairman of the provisional committee. "Statistics were given," says Ben Jones, "showing how easily the Manchester societies could take the produce of a farm; it being stated that the Manchester Equitable, Pendleton, Eccles, and Failsworth societies at that time alone were paying £16,182 for milk in the course of twelve months. A resolution in favour of the proposed society was unanimously passed; but notwithstanding this, and notwithstanding the great exertions of the promoters, it was found impossible to raise the required capital. A special general meeting of the shareholders was therefore called on April 6th, 1889, when it was decided to wind up 'in consequence of the inadequate response by societies to the several appeals for capital.' "

The rules were in 1885 amended for the seventh time. A revision committee, consisting of Adam Percival, Emmanuel Hibbert, George Wolstencroft, Thomas Worthington, J. F. Allen, and Enoch Greaves (secretary), had been appointed on May 2nd, 1885, and their recommendations, after undergoing one or two slight amendments, were adopted. The reserve fund and the redemption fund (the amounts at the time being £1,976. 16s. 2d. and £763. 5s. 10d.), hitherto appearing separately on the balance sheet, were now amalgamated, and the building department, which had previously been managed by a special committee, was brought under the control of the general committee.

"In *accordance with the new rules," the whole of the

* These words are taken from the agenda of business for the members' meeting held on February 6th, 1886. It was not, however, expressly stated in the rules that there must be a new election of all officers, neither did this appear to have been anticipated. Probably it was the result of the new rules at the time of their registration containing no provision for any of the officers remaining in office.

committee—Adam Percival (president), Joseph Hilton, James Taylor, J. Hollingworth, J. Heywood, A. S. Collins, G. Wolstencroft, A. Pollitt, B. Rydings, and Edmund Taylor—came out of office. On February 6th, 1886, a new committee was elected as follows :—Adam Percival (president), George Wolstencroft (Central or Daisy Bank Branch), James Taylor (New Road or Woodhouses Branch), John Hollingworth (Newton Heath or Oldham Road Branch), Alfred Pollitt (Miles Platting or Varley Street Branch); Edmund Taylor, A. S. Collins, Thomas Taylor, Benjamin Rydings, and Matthew Broadbent (general body of members).

The educational committee—George Baines (chairman), James Ridyard, James Dewhurst, Thomas Longworth, and Robert Whittaker (secretary)—also retired, but they were re-elected with the exception of James Dewhurst, who was replaced by Robert Blackwell for three months, when James Dewhurst was again elected on the committee.

The auditors—Messrs. M. H. Kenyon, John E. Allen, and William Greaves—were also re-elected.

At the same meeting, the members fixed the remuneration of the committee at £25 per quarter, in place of so much per meeting as previously. That of the educational committee was "advanced" as follows :—Secretary 30s., and members of the committee 25s. each. In each case fines had to be imposed for absence. The advance to the educational committee was 30s. per quarter, but so far as the general committee were concerned, though £25 was two or three pounds above the average quarterly payment for their services, it was less than it had been in some quarters when, perhaps owing to more work, there had been more meetings.

On March 25th, 1886, the secretary was instructed to write to all the local members of Parliament (Mr. Abel Buckley, Sir James Ferguson, and Mr. J. F. Hutton), requesting them to favourably consider the tabulated statement issued by the Central Co-operative Board, of returns from societies, showing their average sales, dividends, and the earnings of the members, and urging upon them the importance of opposing any attempt got up by private traders to influence them to favour co-operative societies being charged with income tax on profits.

On March 27th, 1886, plans were adopted for extensions to the stables in Hardman Street, Failsworth, also for a new cattle-shed. The cost of these extensions, which were carried out by Thomas Taylor, was over £1,400.

At the society's annual tea party in November, 1886, Adam Percival (the president) presented the following return, showing how the capital was held at that date:—

210 members with £100	£21,000
234 members with £50	11,700
221 members with £25	5,525
1,516 members with £1 or more.....	16,751
1,679 members with less than £1	840
<hr/>	<hr/>
3,860	£55,816

This return showed that (as was also the case in 1882) the bulk of the society's capital was in comparatively few hands.

On March 5th, 1887, at the members' quarterly meeting, the recommendation of the committee, "That the society pay 1s. 8d. in the pound for non-members' dividend, in place of 10d., previously paid for same," was adopted.

At a special committee meeting on March 10th, 1887, it was resolved—"That the report of the manager (Mr. Watson) and the secretary (Mr. Greaves) in respect to the slanderous report circulated by some evil-disposed person in the district of Newton Heath on Wednesday last, the 9th inst., which report caused a number of our timid members to withdraw their investments from the society, be accepted, and that we approve of the prompt means taken by the said officials to convince the members that the report is false and without foundation."

The manager was leaving the central premises one Wednesday night (Tuesday afternoon was then the half-holiday), when he noticed that the steps leading to the office were crowded with people. It did not occur to him that there was anything extraordinary in this. On returning home late in the evening, he learned that the secretary had been across to his house with the message that there was a heavy run on the society for money, and that he had paid all out "lump and stump." It being likely that there would also be large withdrawals on the following day, the officials decided to take prompt action

in order to cope with the situation. Meanwhile, it had been ascertained that a rumour was being circulated to the effect that "the Failsworth Society was shaky." It was reported that three or four women had been talking in the street about a co-operative society in the neighbourhood of Middleton which had gone into liquidation, and that one of them made the remark that she would not be surprised if the Failsworth Society was the next. This foolish statement was carried in a magnified form to the Newton Heath railway carriage works, the largest works in the district, and, unfortunately, was believed by some of the members employed there.

Early on the Thursday morning the manager and secretary took a cab to the Wholesale Society's offices in Manchester, and, on explaining the state of affairs, were advanced a sum of £1,000 in gold, with which the secretary hurried back to Failsworth, with instructions to pay everybody that came. Arrangements were also made with the Wholesale Society for another £1,000 before dinner, £2,000 after dinner, and as much as was required on the following day. The manager, accompanied by a member of the committee, then proceeded to the carriage works, and was granted an interview with Mr. Howarth, the works manager, to whom he stated that this rumour was doing a great deal of harm to the society. The foremen of the various departments were called together, and were informed by the works manager that probably he had more in the society than most of them, and was not going to withdraw one penny of it. The manager of the society explained that the society had 25s. of assets for every pound of liabilities, and asked them to assist in making the facts known. Nevertheless, if anybody wanted their money, they could have it, and the office would be specially kept open that night for the purpose. The same statements were also made at various other places in the district. This had the desired effect, for by night the pressure had eased a little, and a day or two afterwards matters had resumed their normal course, and the money began to flow back again.

Several incidents, more or less humorous or ludicrous, occurred during this time. On the Wednesday night, a

member with about £80 invested in the society came to the office rather late and demanded his money. The secretary explained that he had only small silver and copper left, and suggested that he had better come in the morning, when he could have gold. This member would not be put off, however, and was paid in silver and copper coins, which he took away wrapped in an "alley" bag. A few nights afterwards he brought the money back in the same way, and asked permission to replace it in the society; but he was not allowed to do so until he had had an interview with the committee. John Hollingworth suggested that it be first counted. The member had brought the money back exactly as he had received it, and probably without even looking at it, and he resented the suggestion. "Tha young d——," said he, "dos't think I've taken any out? Aws't never vote for thee any more." It was a long while before friendly relations between the two were restored. It is said that this particular member was guarding his precious bundle with the fire poker during the three nights it was in his house.

Another member was not so fortunate. He had only ten shillings invested, which he withdrew; but on the way back spent most of it in drink, and, on getting home, he set about breaking the cups and saucers.

About the middle of 1887 the educational committee appealed to the general committee of the society for assistance, on the ground that they were "unable to make ends meet at the present rate of income and expenses." On the advice of the general committee, the subject was brought before the members on October 1st, 1887, when it was resolved—* "That the society discontinue to charge the educational department for heating and lighting their reading and conversation rooms, &c., this arrangement to come into operation the current quarter." The charge referred to amounted to £52 per annum, this being the annual payment from the end of 1883, prior to which the charge was £26.

* Messrs. Appleby and Wood (the society's auditors) in 1903 objected to this allowance, which was not expressly contained in the rules, but the committee adhered to the resolution of October 1st, 1887. Henceforward the auditors quoted this resolution on each balance sheet.

On June 11th, 1887, Adam Percival resigned the presidency on account of a member of his family being appointed to take charge of one of the branch draper's shops. The resignation was accepted and a resolution was adopted thanking him for his past services. Emmanuel Hibbert and Alfred Pollitt were the candidates for the vacancy, and the former was made president until the annual meeting in the following February.

Mr. G. J. Holyoake paid his last visit to Failsworth on November 19th, 1887, when he attended the society's annual tea party. On that occasion Mr. Holyoake said that "co-operative distribution had begun with the idea of teaching them to be thrifty, but if they would carry it forward and apply its principles to production, it would enable them far more rapidly to become the possessors of the fruits of their work, and to acquire more perfectly that independence and general welfare which it was the aim of co-operation to place within the reach of all men."

A joint meeting of the Central Co-operative Board (North-Western Section) and representatives from the Manchester and Salford, Blackley, Droylsden, Eccles, Failsworth, Oldham Industrial, and Pendleton societies was held in December 10th, 1887, when the boundaries of the respective societies, so far as they were adjacent, were amicably arranged, and defined on a large map.





CHAPTER XI.

1888—1891.

ALFRED POLLITT, PRESIDENT—BONUS AND PROFIT SHARING—
SURPLUS CAPITAL—LOAN ACCOUNT DISCONTINUED—THE NEW
MOSTON SOCIETY—FAILSWORTH POLE—RUSHCARTS AT FAILS-
WORTH AND NEWTON HEATH—BRANCH AT DEAN MOUNT—
SOCIETY'S POSITION IN 1889—REDUCTION OF SHARE CAPITAL
—EIGHTH REVISION OF RULES—RATE OF DEPRECIATION—
COPPER CHECKS DISCONTINUED—LEASEHOLD ENFRANCHISE-
MENT—"FAILSWORTH CO-OPERATIVE MESSENGER."

ON February 4th. 1888, Alfred Pollitt was elected president; Emmanuel Hibbert being also a candidate.

On January 5th, 1888, and subsequent dates, the question of bonus and profit-sharing was discussed at the members' meetings prior to a discussion on the subject at the Dewsbury Congress. Finally, George Baines and John Fitzgerald were appointed to attend the Congress, but they were "instructed to exercise their vote in favour of each society deciding for itself how it shall divide its profits." The opinions of the Failsworth Society on this subject were that "no equitable alliance can be formed between workers, capitalists, and consumers for sharing profits and risks in our business." Moreover, those members who were granted spare Congress tickets were

also instructed to vote on the subject according to the decision of the members' meeting.

An adjourned general meeting of members was held on September 15th, 1888, to receive the report of the committee appointed to consider the best possible means to adopt to reduce the bank balance of £10,000. The capital of the society then stood at about £70,000, inclusive of loan capital (£5,000) and penny bank deposits (£5,000).

Emmanuel Hibbert, on behalf of the committee, said the case had been considered in every possible aspect. They found that the capital of the society was steadily increasing, in spite of the steps that had been taken to prevent it, such as reducing the maximum amount of share capital from £200 to £150, and later from £150 to £100; not allowing more than one member in each family to be a shareholder; excluding all clubs and Sunday schools; and reducing the maximum amount of loan capital from £150 to £100, and the rate of interest to $3\frac{3}{4}$ per cent. Since the year 1882, notwithstanding these efforts, the capital had increased by £12,000, whilst the amount of sales had practically remained stationary. The committee had carefully considered the effects of reducing the share capital or returning the loan capital; but had come to the conclusion that the best course to pursue at present was to reduce the interest on share capital. He therefore moved—"That the interest on share capital be reduced from 5 to $4\frac{1}{6}$ per cent per annum." This would benefit the society to the amount of £504 per annum, and, by transferring the benefits to trade, the dividend would be increased, and thus be an inducement for their members to do more trade.

The motion was seconded by James Coop.

Joseph Rogers moved and John Fitzgerald seconded, an amendment—"That the question be referred back to the committee of the society, with the understanding that they adopt a sliding scale according to the purchases." This amendment was defeated, as was also another one, moved by Matthew H. Kenyon, to the effect—"That the loan account be repaid." Finally, Mr. Hibbert's motion was rejected, and the whole question was referred back to the committee.

The subject was again brought forward on November 3rd, 1888. Emmanuel Hibbert then moved—"That the maximum amount of share capital allowed to be held in the society by any one member be reduced from £100 to £80." He said the committee did not think it advisable to interfere with the loans, as the loanholders were generally the persons who made the actual purchases from their various branches. If this recommendation was adopted it would save the society about £120 per annum.

Matthew H. Kenyon moved an amendment—"That the loan account be repaid, and that the amount of capital allowed to be held by any person in the penny bank be reduced from £20 to £10." According to the rules of the society, the loan capital must first be repaid before the share capital was reduced, and, if this did not bring about the desired end, then they might reduce the share capital. The amendment was seconded by George Baines, who said it was a business principle to get rid of loans when the money could not be profitably used. If the society met with temporary difficulties, the committee could suspend payment of the shares, but not so with the loan capital. He had been advised that if the society at any time could not pay back the money to the loanholders on demand, it could at once be thrown into liquidation. Loan capital was therefore dangerous capital.

After a long discussion, the amendment was carried by 67 against 31 votes.

In the first quarter of 1889, the loans were reduced from £5,118. 11s. 10½d. to £402. 19s. 7½d., but the item did not finally disappear from the balance sheets until the end of 1894.

At the educational committee's tenth annual tea party, on September 29th, 1888, presided over by James Ridyard, the principal speaker was (now) Sir William H. Holland, M.P., who congratulated the society on spending £300 per annum on education in the district.

A little later in the same year Alfred Pollitt, the president, referred to the removal of the railway works from Miles Platting to Horwich, which had for a time a serious effect, mainly on the Miles Platting Branch. He was

glad, however, "that the co-operative spirit had gone over with their old members, which would ultimately lead to the benefit of the inhabitants of that place."

In the middle of 1889 Emmanuel Hibbert, A. Pollitt, Thomas Taylor, H. E. Crick, and Benjamin Rydings were appointed to visit Dean Mount and New Moston, with a view of considering the advisability of opening branch shops in the above-named districts. The report of the committee was not favourable to establishing a branch in New Moston. On September 9th the New Moston provisional committee had an interview on the subject with the committee of the Failsworth Society, and on September 16th the following reply was forwarded to them :—"While we are in full sympathy with the desire of the deputation to open a branch shop in New Moston, we do not think the present time opportune for this purpose." At the monthly meeting of members, on October 3rd, the matter was referred back to the committee for reconsideration, "with the recommendation that overtures be made to the New Moston provisional committee, with a view to coming to agreeable terms for our society to open a branch in the above-mentioned district." Alfred Pollitt, Thomas Taylor, John Warren, and Jonathan Kershaw attended the public meeting held in New Moston a few days later, but did not succeed in persuading the New Moston people not to form a new society. This was done almost immediately, the inaugural tea party being held on October 19th, 1889.

At the quarterly meeting of the Failsworth Society, on November 2nd, 1889, there was another discussion on this subject, and it was decided that the question be left open, so that the New Moston Branch can be affiliated with the parent society whenever it is desirable. Shortly afterwards the Co-operative Union offered their services as arbitrators, but the New Moston Society repeatedly declined all proposals for amalgamation.

On October 26th, 1889, the society was officially represented at the demonstration attending the erection of a new Failsworth Pole. There was a Pole Lane prior to 1760, and Mr. H. T. Crofton thinks this indicates that a May Pole had existed there from ancient days. The first of which there is any record was a Loyal Pole put up on

January 1st, 1793, to overawe the Jacobins. On October 7th, 1849, it was broken by a strong wind, and replaced by a ship's mainmast on August 24th, 1850. This having decayed, a new pole, the expenses of which were defrayed by public subscription, was erected in 1889. There was a procession round the township, accompanied by bands of music, and on returning to the Pole, a meeting was held, at which many thousands were present. Ben Brierley took the principal part in the ceremony, and delivered the following speech :—

It is a special pleasure to me to be permitted to take part in a celebration in which all parties, whether Conservatives or Radicals in politics, or in religion Churchmen or Dissenters, can join. I was disappointed at not being able to bring the celebrated Eiffel Tower from Paris to erect it on this spot. (Laughter.) But I am glad to know that you have got something in its place which, if not quite so stupendous a structure, is, perhaps, more suitable for the position it has to occupy. If there be one thing in which I am quite conservative it is in the preservation of our old customs and landmarks, our ancient footpaths, the village greens, the latter of which are being gradually wrested from us. The rushcarts died a hard death, not for want of old tub-shaped watches and well-preserved silver spoons, that were wont to adorn the sheets. (Laughter.) But the rushes have ceased to be a necessity in our churches, and the land is being too well-formed to furnish the rushes. But America can grow timber that can be converted into May-poles, and the people's loyalty can supply the rest. We are standing now upon a neutral platform, and upon historic ground, for in old times the spirit of the township seems to have centred itself about the pole. Possibly a greater number of heads have been broken in fighting political battles where we are now assembled than upon any ground of an equal area in the country, for after the crow came the blow, and feathers would begin to fly at once. In that house (pointing in the direction), next to the one in which I was born, lived old Moffatt, a man reputed to be not only a Jacobin, but a Paineite. He was suspected of having in his possession a copy of Paine's "Rights of Man." The mob one day gathered about his door and demanded of him the obnoxious book. Old Moffatt retired into his house, and brought out a massive copy of the Holy Bible. "Gentlemen," he said, "this is the only copy of the 'Rights of Man' that I have in my possession." The mob turned away feeling ashamed of the action they had taken. Happily these things are of the past. They are landmarks such as we do not care to preserve. The Failsworth of to-day is not the Failsworth of sixty years ago. At the latter period, if a meeting of this character had

FAILSWORTH POLE.



*Reproduced by permission of Mr. Sim Schofield, author of
"Short Stories about Failsworth Folk."*

taken place, it would have had a different aspect. There would have been no gaily trimmed bonnets, no clothes that were not patched and darned all over, no cheeks that did not betray the presence of pinching poverty. Now behold the contrast. At the coronation of William IV., I assisted in raising the pole, which had been taken down to have its vane and points re-gilded in honour of that event. Child that I was at the time, I can remember how feeble were the voices that joined in singing "God Save the King." They come now from beneath better padded waistcoats and in more hopeful tones, for since 1830 Failsworth has fixed upon itself the stamp of progress. The erection of this beautiful emblem of concord is significant of the prosperity you now enjoy. Let us hope that it may be the last, and not have to be like the Irishman's cabin, taken down for repairs. Its predecessors were raised to commemorate a national event. I hope this youngster may commemorate the extinction of that party rancour which has existed in the township since the days of the Jacobins, when every man trailed his politics as a Donnybrook man trailed his coat, for someone to tread upon. The partition which divides parties is now worn so thin that it reminds one of Jack o' Bill's lantern, that emitted a better light when there was nothing left but the frame. (Laughter.) May the fusion of parties give out a more wholesome heat when there is nothing left but the mould. I think the time is not far distant when even that will be demolished, and that, as sensible and patriotic Englishmen, we may work together for our common good. I now declare, in Masonic parlance, that this pole is duly and truly erected, and in the name of the committee, and by permission of the local board, I dedicate it to the people of Failsworth. (Cheers.)

Wynford Brierley, a member of the society. composed the following lines for the occasion :—

THE CROW OF THE COCK.

—
Friends, naybors, visitors an' o',
I cannot help but give a crow,
So, cock-a-doodle-do !
Once more I stand upon a pole,
Where I can hear the church bell toll,
As time doth onward roll.

In times gone by I've stood up here,
But never felt a doubt or fear,
Though once I shed a tear—
When bobbin wheels and looms were stopped,
An' wages an' folks' spirits dropped,
But, don't think things were popped.

There were no pop-shops i' thoose days,
 Folks were no' guilty o' such ways,
 They'd no such costly craze;
 Their poverty they bravely bore,
 Until that Yankee war wur o'er,
 Which monny a heart made sore.

But better days sin' then have come,
 Altho' yo'r wark's not o' awwhoam,
 For wayvin's done, by gum!
 Neaw, mills are reared on every side,
 An wealth rolls in like Blackpool tide,
 An' helps to swell yo'r pride.

But then, yo' know, I'm preaud misel',
 Just look at me, bright as a bell.
 I ne'er looked half so well;
 I'm gilded o'er fro' com' to tail,
 An' noather rain, nor snow, nor hail,
 Shall mak' my courage fail.

I dar' say some will think it queer,
 When tow'd I've plenty o' news up here—
 O'er N-E-W-S* I veer;
 So, if there's owt yo' want to know,
 From banquets to an onion show,
 I'll try to tell yo' o'.

In politics I never sinned,
 My faith to no man's views is pinned,
 I always face the wind;
 I'm noather red nor blue, it's true
 I'm th' prattiest cock that ever flew,
 An' th' best yo' ever knew.

An' neaw, I'll thank yo' for this pow,
 To no cock in the world I'll bow,
 But don't forget yo'r vow;
 Till with a fountain I am blest,
 I cannot and I will not rest,
 So, each one, do yo'r best.

It was originally intended to erect a fountain at the foot of the Pole, and the society promised £5. 5s. towards the cost. This part of the scheme has not, however, been carried out.

The locality of "† A Bit of Old Failsworth" will be

* North, East, West, South.

† This appeared in *Ben Brierley's Journal* in June, 1873. Mr. H. C. Broome (Clerk to the Failsworth District Council) is of opinion, after careful inquiries, that it is representative of the period about 1820.



A BIT OF OLD FAILSWORTH.

easily recognised. It shows the rushcart approaching Three Lane Ends from Wrigley Head. On the left is the warehouse which was converted into the Royal Oak public-house. In the centre is the Pole decorated with flags, and on the right the Crown and Cushion Inn, with the smithy projecting into the space in front.

In olden times Newton Chapel (All Saints' Church) had merely a clay floor, and rushes were spread to keep the worshippers' feet warm. These much-trampled rushes were cleared out once a year, and fresh rushes were strewn in their place. This renewal took place between the hay and corn harvest, and it became fixed as an annual holiday.

Joe Miller, in the *All Saints' Parish Magazine*, August, 1874, stated that according to tradition it was a harvest feast in the days of old before rushcarts were brought to the chapel.

The last of the Failsworth rush-bearings was about 1852, when twelve magnificent horses drew the cart, each mounted by a postillion, and escorted by forty-eight dancers.

In the procession which accompanied the rushcart first came the "Old Fool," grotesquely attired, with a broom in his hand, with which he cleared a passage for the pageant. Next came the Chapel Garland, borne by men proud of their office, and with all the finery they could procure. Then came a band of music playing "The Morris Dance," and other suitable tunes, with some dozen or twenty couple of dancers following, decorated from head to foot with silk ribbons of the gayest colours and other rustic finery. After them came, amidst much cracking of whips and huzzahing of the populace, the rushcart, with poseys or garlands attached to the horses' bridles. The procession perambulated the Chapelry and then halted at the chapel door, where the cart was dismantled. The silver plate on the front of the rushcart was restored to its proud owners, and the Chapel Garland was carefully carried into the chapel and fixed on the northern side to the end of one of the roof beams. These beams projected between the windows, and were used solely for the garlands, which the four townships furnished in rotation. The pyramid of rushes with which the cart was laden was "teemed down," and then carried into the chapel, where willing hands soon spread them over the floor. On the Wakes Sunday the morris dancers, arrayed in all their finery, attended the chapel, and a sermon was preached appropriate to the occasion.—*History of Newton Chapelry*.

In 1793, John Wall, the farmer at Clayton Hall, after parading the Newton township, exclaimed: "Clayton Hall brought the first rushcart to this chapel, and this day has brought the largest

ever built in the four townships, and the bonniest lot of dancers who ever crossed the morris round this blessed old temple." The Newton women thereupon vowed they would sew their fingers to the bone rather than run second. Anthony Welch, of Warden House Farm, bought horses at a good price. He had one hundred for his farm. His wife sent her favourite, the "Grey Duke," which was supposed to be the finest animal in Lancashire, "as strong as an elephant and as gentle as a lamb." She used to stroke his mane and say: "Eh! Duke! with the exception of man, thou'rt God's own choice." Billy Green, a famous horseman, tended the horse, and to the great triumph of the villagers, when the rushes were fully built on the wagon, which had its wheels in sunken holes to steady it during the building, "Duke" drew the wagon out without help. Old Mally o' Cheetham's sent specially to London for bows and flowerets to dress her Robin's hat with: and Jenny, of the Warden House Cottage, kept her thumb nail lapped up for a month to crimp her Billy's ruffled shirt, she was so feared of spoiling the edge of the nail: and Phœbe, of the Dean Farm, took Billy's breeches to the (St. Ann's) Square (Manchester) to have them laced with blue ribbons and bows down the side. All the lasses of the village were as busy as bees, making bows, getting up fine shirts, and tying white handkerchiefs with ribbons to dance with. Above a thousand bows had to be netted in the Parish Garland, and the crown on the top was made out of "butterflies' wings and peacocks' feathers," and was carried in front by the warden of the parish. Old Susey, of the Scutch, used to say on Wakes Sunday, when all the dancers were there in their ribbons, and the horses' garlands were fixed round the pulpit, and the four Parish Wreaths hung on the side wall, she was sure the old chapel was as pretty as heaven.

Old Billy, of the Thatch, left it in his will that his silver watch was never to be sold out of his family, but was to be put on the rushcart sheet every time it was Newton turn: and old Granny of Dick's would let nobody but herself sew her silver spoons on the sheet, for fear of having them scratched or not made fast enough.—Joe Miller, *All Saints' Parish Magazine*, August, 1874.

Elijah Rydings, a native poet of Failsworth, describing one of these Rush-bearings in "The Village Festival," says:—

There is a merry, happy time,
To grace with all this simple rhyme;
There is a jovial, joyous hour
Of mirth and jollity in store:—
The Wakes, the Wakes, the jocund Wakes!
My wand'ring mem'ry now forsakes
The present busy scenes of things,
Erratic upon fancy's wings,
For olden times with garlands crown'd,
And rushcarts green on many a mound.

Behold the strong-limbed horses stand,
The pride and boast of English land ;
Fitted to move in shafts or chain,
With plaited, glossy tails and manes ;
Their proud heads each a garland bear
Of quaint devices, suns and stars,
And roses, ribbon-wrought, abound ;
The silver plate, one hundred pounds.
With green boughs the cart is crown'd,
The strong, gaunt horses shake the ground.

The Rushcart was supplied in turn by Newton, Fails-worth, Moston, and Droylsden, which constituted the Newton Chapelry.

The last Rushcart was seen in Newton Heath over thirty years ago.

On October 21st, 1889, Alfred Pollitt, Thomas Taylor, Emmanuel Hibbert, and Jonathan Kershaw were appointed a deputation "to visit the district of Dean Mount, and report thereon at some future meeting for the purpose of considering the advisability or otherwise of the society opening a branch in the above-mentioned neighbourhood." A similar proposal had been mooted in 1883 but was not entertained. On November 11th, the deputation reported favourably, and on December 5th the members adopted the recommendation of the committee that certain premises in Dean Mount (now Dean Lane) be rented from Mr. W. T. Evans. The shop was opened for business at the beginning of January, 1890, and the receipts for the first week were £61. On the 25th of the same month the inaugural tea party was held in the adjoining Church School. It was presided over by Alfred Pollitt, and also addressed by the Rev. Thomas Wolstencroft (Rector of Moston), Emmanuel Hibbert, and others.

A reading-room in connection with the branch was opened on August 1st, 1900.

At the annual tea party on November 16th, 1889, Mr. J. T. W. Mitchell (the then chairman of the Co-operative Wholesale Society) delivered an address.

The sales during the year 1889 were £112,664. 9s. 4½d. Interest amounting to £3,130. 11s. 1d. was paid on share capital, and £12,724 was distributed in dividend. The

capital of the society was £65,500. 9s. 7d., and the number of members 4,008.

The society at this time was recovering from a lengthy period of depression. In 1884 the sales were £117,815, but in 1885 they had dropped to £111,468, and in 1886 to £104,499. In 1887 they were £104,840, which was a slight improvement, in 1888 they had risen to £110,387, and in 1889 to the figures quoted.

There were several causes for these decreased returns. In 1885 there was a strike in the cotton trade, and in 1887 there was the scare with respect to the financial stability of the society. During these years the drapery, tailoring, and boot and shoe departments were also giving a great deal of anxiety to the committee, and sometimes losses in one or other departments had to be reported.

In 1889 there were distributed, from house to house, 10,000 handbills, containing the following :—

HOW WORKING MEN CAN SAVE MONEY!

Co-operation a Cure for Poverty.

We suppose everybody in this world would like to be rich if they could only become so without much trouble, and there are many working men whose wages would allow them to make a fortune if only used in the right manner.

But there are others whose wages are only just sufficient to meet the everyday wants of life, and the question presents itself—How are these people to prepare for a rainy day, or the time when old age creeps upon them? We answer by saying, join the Co-operative Stores, where you can purchase the genuine article at a reasonable price and share in the profits.

Just read the following, taken from the society's ledger :—

A paid in the stores 10s. 9d.; received interest and dividend on purchases, £159. 8s. 2d; has withdrawn cash, £83. 19s. 9d.; and has still in the society, £76. 0s. 2d.

B has paid in nothing; received interest and dividend on purchases, £119. 2s. 1d.; has withdrawn cash, £19. 2s. 1d.; and has now in the society, £100.

C contributed nothing; interest and dividend, £127. 1s. 1d.; withdrawn, £27. 1s. 1d.; present claim, £100.

D contributed £96. 14s.; has withdrawn £151. 12s. 9d.; present claim, £95.

These are only four of the many cases we could give you of our own members.

Our trade for the last year amounts to the sum of £109,660. 17s. 6d., and we have paid in return to the members the sum of £15,675. 8s. 7½d. as interest and dividend.

JOIN AT ONCE.

The society was established in 1859.

The business done up to December, 1888, was £1,455,189. 12s. 6d.

We have credited members with interest on their shares to the amount of £31,540. 9s. 2d., and paid away in dividends on members' purchases the sum of £151,470. 13s. 11d.

The committee attached a great deal of value to the circulation of the foregoing, and believed that it had a considerable beneficial effect.

On May 3rd, 1890, the members decided, on the recommendation of the committee, to reduce the share capital of the society from £100 to £70 each member. This had the effect of reducing the unproductive bank balance by £8,000. The members would not, however, adopt the committee's recommendation to reduce the rate of interest.

In 1880 the rules were revised for the eighth time since the beginning of the society, and were registered on July 3rd. The principal alterations related to the following matters :—

(1) Abolition of branch representation on the committee, thus enabling every member of the committee to be elected from the general body of members.

(2) The omission of the following words from the rule relating to the reserve fund :—" Any quarterly meeting may authorise a sum to be taken out of this fund for the purpose of increasing any dividend which is below 1s. 6d. in the pound ; but no dividend shall be increased beyond that amount by money taken from the reserve fund."

(3) Reduction of the maximum interest on penny bank deposits from 4½ to 3½ per cent per annum.

(4) Depreciation of shop property and buildings used for trade purposes to be 5 per cent per annum taken quarterly from their present *nominal* value in place of on the *original* cost of such property.

The last-named had the effect of reducing the total quarterly amount allowed for depreciation from £435 (June 17th, 1890) to £274 (September 23rd, 1890).

The use of copper checks was discontinued on October 20th, 1890, and the paper check system adopted in its entirety. In this year also the Eccles Co-operative Manufacturing Society once more appeared in the society's balance sheets, fifty £1 shares being taken up.

In the early part of 1891 the committee showed their inclination to extend the operations of the building department by instructing the Finance Committee "to look out for suitable plots of land for the purpose of encouraging our members to embark in cottage building operations." John Fitzgerald and Adam Percival were appointed "to make inquiries in Newton District *re* suitable plots of land for cottage building purposes." There was no immediate outcome from these efforts, with the exception that the society's vacant land in Hulton Street was laid out in building plots, and its sale accelerated.

The extension of the Central premises was under consideration in January of this year, and with a view to such extension 1,038 square yards of land situate on the south and west sides was bought from the executors of Thomas Mellor at a chief rent of $3\frac{3}{4}$ d. per yard.

The Co-operative Union at this time approached Mr. A. J. Balfour (then Leader of the House of Commons) with the object of getting the Government to support "The Industrial and Provident Societies (*Leasehold Enfranchisement) Bill." The object of the Bill, stated briefly, was to compel the owners of land to determine the present value of their interest in such lands, with a view to their sale to the societies described. The deputation to Mr. Balfour included Adam Percival, who was able to bring his local knowledge to bear on the subject. Mr. Percival explained that the Failsworth Society had two branches—Wellington Street and Miles Platting—on short leases. At each branch they maintained a reading-room, which was much used. On these

* The present position regarding leasehold enfranchisement is exactly as it was in 1891. The Co-operative Union have made efforts in support of any Bill which has been brought forward, and the Failsworth Society, along with other societies, have passed many resolutions in favour of the principle, without effect.

and other grounds they claimed to be classed as public bodies. The life of the buildings they had erected for business premises ought to be at least from fifty to seventy-five years, but according to the law of the land they would in a very much shorter time have to give up these substantial properties without any possible claim to compensation.

The Bill was a private one, and was blocked by one of its opponents.

At the educational quarterly meeting on August 20th, 1891 (James Ridyard presiding), the following resolution was adopted, on the recommendation of the educational committee:—"That the committee issue a monthly paper free to the members, to contain matters of interest from both the general and educational committees. That the name of the paper be left with the educational committee to settle."

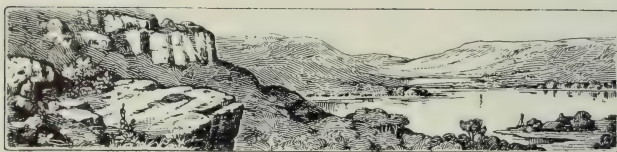
The first number was issued in September, 1891, and on the first page the following explanatory statement appeared:—

We are venturing on a new departure, in order to secure greater interest and increased loyalty to our great and grand movement. The members' meeting has decided to publish a monthly *Co-operative Messenger*, the same to be given away gratis on application at any of our places of business, by which periodical it is intended to keep before the members the special claims and advantages of our society, by recording from month to month advertisements in connection with our various departments, extracts from quarterly report and balance sheet, notices and brief reports of business meetings, short accounts of annual and branch tea parties, concerts, lectures, and rambles, reports of employés' social parties and annual picnics, syllabus of evening classes, lectures, concerts, and botanical rambles, stock-taking, and time for bringing in purchase tickets and paying dividends, and all the specialities and leading features that arise from time to time in connection with the management of the society, and any other information that will be of practical value and interest to the members.

George Parkinson acted as the first editor, and Thomas Taylor and John Fitzgerald were appointed by the general committee to supervise the business contents of the *Messenger*. The successors of the latter came to be described in the minutes as "censors."

At the society's annual tea party on November 21st, 1891, the Rev. Joseph Freeston (then stationed at Macclesfield) was the principal speaker, and in the course of his address he said he had known their society for thirty years at least, and as he stood on that platform, and looked at that gathering, he could not but look back to the state of the society when he first knew it. None of those men who had to work so hard, and struggle under such difficulties in the establishment of the society could, in their brightest dreams, ever have looked forward to its reaching the height of prosperity which had been displayed to them that evening. (Applause.)





CHAPTER XII.

1892—1894.

THOMAS TAYLOR, PRESIDENT—UNIVERSITY EXTENSION LECTURES—ESTABLISHMENT OF THE WOMEN'S GUILD—REDUCTION OF SHOPMEN'S HOURS—THE COTTON TRADE DISPUTE OF 1892—RACING NEWS "BLACKED OUT"—NEW PREMISES AT DEAN MOUNT—INTEREST ON SHARE CAPITAL—A COLLIERS' DISPUTE—INSURANCE FUND STARTED—BUILDING REPAIRING DEPARTMENT ESTABLISHED—NINTH REVISION OF RULES—THREE YEARS' LIMIT TO PRESIDENTIAL TERM.

ON January 16th, 1892, Thomas Taylor was elected president of the society, in succession to Alfred Pollitt. John Fitzgerald was also a candidate.

A course of eight University Extension Lectures was commenced on January 14th, 1892. Mr. G. H. Bailey, D.Sc., Ph.D. was the lecturer, and the subject "Air and Water." The lectures were illustrated by scientific experiments not often seen outside a college classroom, but it could not be said that the public showed any great appreciation by their attendance.

A lecture explanatory of the aims and objects of women's co-operative guilds, which were first established in 1883, was given at the request of the Educational Committee on March 14th, 1892, by Miss Reddish (of Bolton). At the close it was decided to form a branch of the guild at Failsworth, and about twenty names were handed in. A preliminary meeting of ladies interested was held on March 31st. Mrs. Dugdill was



MRS. DUGDILL.

unanimously chosen for the first president, Miss Warhurst was appointed treasurer, and Miss Violet Whitehead secretary.

The inaugural tea meeting took place in the Co-operative Hall, in May, 1892, when about 200 persons assembled, including a deputation of about forty members of the Bury Co-operative Women's Guild. The meeting after tea was presided over by Mrs. Dugdill, who was supported on the platform by Mrs. H. E. Roberts (Manchester), Miss Llewelyn Davies (general secretary of the guild), Misses A. Devonport, E. Warhurst, V. Whitehead, and Mr. Adam Percival. In opening the meeting, Mrs. Dugdill said that the branch of the Women's Guild which they had formed at Failsworth was doing very well, and they were looking to that meeting to increase their number of members. Their object was to spread a knowledge of co-operation, believing that co-operation was beneficial to the working classes. They also desired to make the lives of women more pleasant and cheerful, and their guild would also be a kind of mutual-help society, the members giving each other lessons in cooking, dress-cutting, sick nursing, &c.

Miss Llewelyn Davies, in the course of an eloquent address, said :—

Women ought to be more roused than they had been in the past to take a part in the work of reforming the world in the way that true co-operators had set themselves to do. There were those who said that women ought not to bother their heads with anything outside the needle or wash-tub ; but this view of women reminded her very much of the automatic or penny-in-the-slot machine—put the wages in one hand, and clean shirts and stockings would come out of the other. (Laughter.) Every individual man and woman should be brought out and developed in the highest form, and she believed that a great deal more would come out of women if they had only more opportunities of developing their heads. If we wanted children to grow up in the right way, attention must be paid to the women and mothers of the country. Whilst their guild aimed at improving the position of individual members, and so make them more capable of providing home comforts and making their own family life what it ought to be, they also wanted to arouse women to take an interest in the condition of their sex generally, and to try and improve the condition under which women had to work. It was a shame that women had to slave at shirt-making, and only

receive the miserable remuneration of sevenpence for making a dozen shirts. The labour question affected the women as much as the men, and if they could only get the industrial system put upon a more satisfactory basis, the women, as well as the men, would share in the benefits of the same. Women ought to take a more active part in the actual store life, and make themselves acquainted with the details of the various departments. She sincerely hoped that all the women present at that meeting would enrol themselves as members of the guild, and so help to make their own lives and the lives of others brighter and happier. (Applause.)

At this time the funds of the guild were provided by each member paying an entrance fee of sixpence, and a subscription of two shillings a year. The committee were assisted greatly by Mrs. Roberts, the secretary for the Manchester District, who visited many of the early meetings. Lectures were arranged once a month, the other meetings being occupied with readings and discussions on articles taken from the *Co-operative News* and literature supplied by the Central Committee of the Guild. The members also gave each other lessons in various subjects, including physical culture, for which dumbbells were provided.

It was a red letter day when the guild banner was completed, the members having been very enthusiastic in the work, and none more so than Mrs. Davenport, who had done the greater part of it.

In February, 1893, Mrs. Dugdill was succeeded in the presidency by Mrs. Horrocks. For two or three years the guild had its "ups and downs," and at one time the attendance was reduced to under half a dozen. On the advice of Miss Reddish, Mrs. Dugdill was invited to return to the head of affairs. Old members were circularised, and in a few months' time the guild had seventy members with a good attendance.

At the members' quarterly meeting on April 16th, 1892, it was agreed, at the request of the employes, to change the weekly half-holiday from Tuesday to Wednesday afternoon. Shortly afterwards a discussion took place on the question of opening the shops during dinner hour, or an alteration of the time. It was resolved, however, to continue things as they were.

On November 17th of the same year, the working

hours of the employés were reduced two per week, that is, from $58\frac{1}{2}$ to $56\frac{1}{2}$ hours, and the hours of closing were arranged accordingly.

In 1892 there was another dispute in the cotton trade which ended with the famous "Brooklands Agreement," on March 24th, 1893. There was much distress in the district, and the committee were given discretionary powers to withdraw sums from the reserve fund for the relief of necessitous cases. A sub-committee—consisting of Thomas Taylor, E. Hibbert, J. Nixon, J. Warren, and B. Rydings—met fourteen times, and distributed the sum of £266. 2s. among 285 persons; 856 were cases in which members were assisted, and the sum distributed to these was £137. 12s., being an average of 3s. 2d. for each case; 1,296 were cases of non-members who applied, and there was distributed amongst them £128. 10s., an average of 1s. 11d. for each case relieved. The total weekly average of cases assisted was 153. Additional help was also given to local soup kitchens in meat and bones to the amount of £4. The amount distributed was received as follows:—From Reserve Fund, £198. 2s.; grant from Co-operative Wholesale Society (out of the sum of £2,000 placed at their disposal by the members), £50; from Co-operative Printing Society, £20; total, £268. 2s. The Women's Guild rendered valuable service at this time by visiting in the district and obtaining information about people in need. While the dispute was proceeding the society, in its capacity as a shareholder, also sent a letter to the Ridgfield Spinning Company expressing their desire that it should be brought to a close, as the same was causing much suffering and distress in the district, and suggesting the advisability of starting the mill at an early date.

The coal bag trade was commenced in 1892, and also the practice of delivering goods to members at a nominal charge. By the end of the year the coal bag trade amounted to 2,000 cwts. per week.

The Educational Committee, having received a memorial from twelve residents in the neighbourhood, resolved to temporarily "black" out racing news from the newspapers at the New Road Library. After a few

months the person in charge occasionally failed to use the pad and ink with which he was supplied, and in about two years, without any resolution of the committee, blacking out was discontinued altogether, there being no further need for it.

The committee having come to the conclusion that the shop premises rented by them at Dean Mount were insufficient for the trade being done there, began to look out for a site for new premises. Moreover, there was a prospect of a rapid increase of the population in that district in consequence of the land being opened up for building purposes, by the cutting of Lightbowne Road and extending it across the Moston Brook into Newton Heath. Negotiations were entered into with the land-owners, and finally it was agreed to purchase 4,909 square yards of land at a chief rent of £34 per annum. This proposal received the sanction of the members on July 16th, 1892. It was thought prudent to anticipate requirements to some extent, and to build shops which would be worthy of the society. Tom Cook, of Newton Heath and Manchester, was engaged as the architect. Eventually it was decided to erect grocer's and butcher's shops, a reading-room, and a dwelling-house, the latter to be so constructed that it could be easily converted into a draper's or other shop when desired. John Nixon, Joah Merrill, Emmanuel Hibbert, Alfred Pollitt, and Thomas Taylor were appointed a Building Committee and tenders were advertised for. The contract for the work was let in 1893 to Jonathan Partington, of Middleton Junction, for the sum of £2,430, completion being promised for the following November. Delays arose from various causes, and it was June 28th, 1894, before it was found possible to open any part of the premises for business. "All things of a lasting nature were of slow growth"; it was said in excuse. The formal opening took place on October 6th, 1894, and was attended by a little ceremony. The gathering of members and the public generally, outside the building, was presided over by Alfred Pollitt; and Mr. Cook, the architect, presented Thomas Taylor, the president of the society, with a key as a memento of the occasion.

In the evening a tea party and concert were held in the Lightbowne Church Schoolroom. The chair was taken by Thomas Taylor, and there were also on the platform Messrs. Emmanuel Hibbert, A. Pollitt, B. Rydings, J. Merrill, S. Leah, J. Nixon, J. Warren, J. Entwistle, J. Heywood, F. J. Warren, W. Watson, E. Greaves, J. Dewhurst, J. Ridyard, J. Parkinson, and T. Longworth.

The actual cost of building was £2,862.

Twelve cottages were also erected by the same contractor on the land adjoining Adrian Street; the cost, according to the society's balance sheet, being £2,436.

The committee were not unanimous as to the wisdom of erecting the cottage property and their recommendation was opposed at the members' meeting by John Fitzgerald, who contended that cottage property had never paid the society the same rate of interest that it was paying on share capital (5 per cent), and he should not again support a fixed investment unless it could show this. To build the property would put a tax on trade, as it could not possibly pay more than 3 per cent.

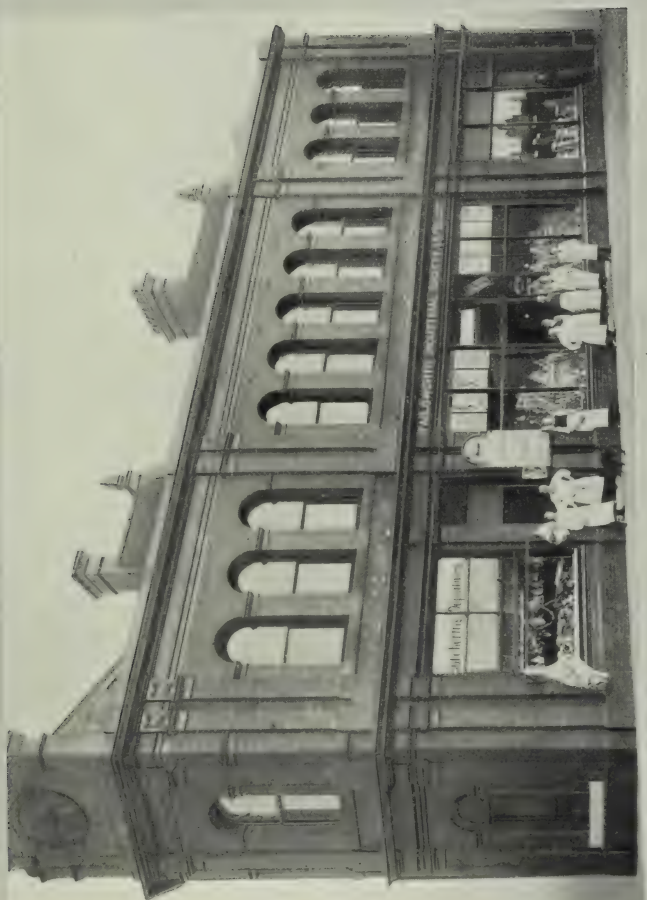
The members by 53 votes to 40 decided to proceed, whereupon Mr. Fitzgerald resigned from the committee.

In 1892 the society began to run its own coal wagons.

At the quarterly meeting of members, held on January 21st, 1893, Emmanuel Hibbert moved that the rate of interest on members' share capital be reduced from 5 to $4\frac{1}{6}$ per cent per annum. In support of this change he stated that the society had so much capital that they were unable to invest it safely at a remunerative interest, and the difference between what they were receiving in interest and paying out to the shareholders had to be taken from trade.

Francis J. Warren opposed the change, and contended that if due interest was allowed for the capital actually required for trade the trade account was actually benefiting about £30 a quarter. There were, he said, large sums in the aggregate invested in the society which were not receiving full interest, if any.

Other speakers followed on both sides, but the proposal put forward by the committee received little support,



DEAN MOUNT BRANCH.

the members apparently favouring a suggestion to reduce the maximum share capital from £70 to some lower figure. It was also suggested that a large central store be erected in Newton Heath, which would absorb a great portion of the large bank balance. The motion was rejected by an overwhelming majority.

In 1893 the attention of public bodies, co-operative societies, and others was being drawn to the conditions of labour in some trades, and efforts were being made to obtain a general acceptance of what is best known as the "Fair Contracts Clause."

Accordingly at the members' meeting on October 21st it was moved—"That the committee be recommended to adopt the Fair Contract system by giving preference to those firms only who pay trade-union rate of wages and recognise trade-union hours." The motion was negatived, but afterwards it was resolved that the matter be left to the discretion of the committee, the chairman (Thomas Taylor) stating that they had been carrying out the spirit of the resolution ever since he was on the Board.

The speaker at the annual tea party on November 18th, 1893, was Mr. Amos Scotton, of Derby, a member of the Board of the Co-operative Wholesale Society, who asked—"Was there any necessity for co-operation as they understood it? He was old enough to know the condition of the working classes of this country when the Rochdale system of co-operation was begun. From 1844 to 1847 the poverty of the people was something appalling. The younger generation present had no conception of the sufferings of the poor working man at that particular time. . . . At the present time they had almost everything the Chartists tried for, and yet poverty was rampant. His own opinion was that working men could do more for themselves than any Government in the world. When their movement started it taught men to rely upon themselves and their own exertions. The prosperity of nations must necessarily be built upon the thrift, intelligence, and the self-reliance of the people, and this was taught, developed, and encouraged by co-operation." (Applause.)

The balance sheet for the quarter ending December

20th, 1893, showed that a sum of £46. 8s. (inclusive of £20 received from the Co-operative Wholesale Society) had been applied in relieving the temporary distress caused by the stoppage of the Moston and Bower collieries owing to the demand for a reduction of wages. The miners at the Moston Colliery were not asked to accept any reduction, but they were brought out by their association, and the colliery was not reopened until some little time after the general settlement. The miners were very grateful for the assistance thus given. Mr. J. R. Clynes (then president of the Oldham Trades Council, now M.P. for North-East Manchester) took an active part in this dispute.

At the beginning of 1894 possession was taken of the old chapel in Hulton Street, built on land held on chief from the society. It had been disused for some years and had become dilapidated. The building was taken down and three houses erected on the site by Jonathan Partington, of Middleton Junction, at a cost of £474. 14s.

The Manchester Ship Canal was formally opened by Her late Majesty Queen Victoria on May 21st, 1894. Nine delegates represented the society at their own expense, and all the places of business were closed at 12 o'clock on that day.

On October 20th an Insurance Fund was founded with £1,000 taken out of the Reserve Fund, and shortly afterwards it was decided to insure against loss in this fund all the society's detached cottage property, and after the existing policies had lapsed to add the premiums to the fund.

In 1894, also, a Building Repair Department was established; Joah Merrill being engaged as joiner to repair cottage and shop property and supervise general repairs under manager's instructions.

On the recommendation of the committee it was agreed to pay 2s. 6d. in the £ for members' cheques when they were leaving the district.

The Industrial and Provident Societies Act, 1894, made it necessary for the society's rules to be brought into conformity with the Act, and to be amended for the ninth time. The Revision Committee consisted of Thomas

Taylor, F. J. Warren, M. H. Kenyon, J. F. Allen, and Joah Merrill, and the new rules were registered on the 10th December, 1894. The following important alterations were then made :—

(1) The committee may suspend the right of withdrawal of share capital whenever in their judgment the interest of the society warrants them in so doing.

(2) Depreciation on cottage property reduced from $1\frac{1}{2}$ to 1 per cent on the original cost.

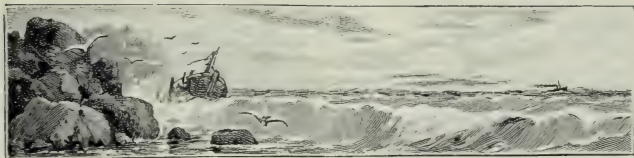
(3) No member shall hold the office of president for more than three years in succession, and no member of the Educational Committee to hold the office of chairman for more than three years in succession. In each case no member to be eligible for re-election until after the expiration of twelve months.

Deletion of the words in the rules requiring the resignation from the committee of any member nominated for the office of president before the election takes place.

(4) Any candidate for office, or any officer of the society seeking re-election, shall vacate his office, if elected, should it be proved to the satisfaction of five members elected by any ordinary meeting that he has solicited the vote or support of any member or person.

(5) Any special meeting may direct that the accounts of the society shall be audited by a public auditor.





CHAPTER XIII.

1895—1897.

BENJAMIN RYDINGS, PRESIDENT—DEATH OF EMMANUEL HIBBERT—NEW MOSTON SOCIETY—OPPOSITION TO RE-ELECTION OF PRESIDENT—ATTEMPT TO INCREASE THE DIVIDEND—WOMEN'S GUILD AND POLITICAL QUESTIONS—EDUCATIONAL COMMITTEE INCREASED—NEW REGULATIONS RELATING TO SHARE CAPITAL, PENNY BANK, AND BUILDING DEPARTMENT—NOTICE TO BE GIVEN OF SPECIAL BUSINESS—MAXIMUM DIVIDEND OF 2s. 6d. ADVOCATED—ENGINEERING DISPUTE AND DIRECT CONTRIBUTIONS—DISTRIBUTION OF RELIEF.

ON January 19th, 1895, Benjamin Rydings was unanimously elected president of the society in succession to Thomas Taylor.

The death of Emmanuel Hibbert on June 25th, 1895, deprived the society of the services of a valuable member of the committee and a past president. Mr. Hibbert was born in Wickentree Lane, Failsworth, on March 20th, 1829, and joined the society on his marriage in 1862. When only 34 years of age he was elected president. Whilst he was a member of the committee the duty of bringing any new financial proposals before the members was usually entrusted to him, and he was generally regarded as a safe and reliable guide in such matters. The funeral took place at the Failsworth Cemetery on June 27th, 1895.

The *Failsworth Co-operative Messenger* of July, 1895, in referring to the deceased, stated :—

The Failsworth Industrial Co-operative Society and other institutions are made poorer by the lamented death of Mr. Emmanuel Hibbert, for he had been a conspicuous and successful worker among them during a period extending over a third of a century, and often times under discouraging and difficult circumstances, which people of this present generation cannot possibly adequately appreciate; and when to be a co-operator or a worker in any kindred movement, whose aim and object was the amelioration and elevation of working people and their redemption from the thralldom of poverty and debt, was popularly believed to be proof positive of embryo Socialism and revolution. He had, however, the satisfaction of seeing his labours crowned with success and fructify in the well-being and happiness of the people, who are now, to use his own homely phrase, "better clothed, better housed, and better fed, and no longer doomed to carry the badge of degradation—the badger's look." This is a great contrast to his early day, which he and such as he have made possible by the peaceful process of co-operation.

The vacancy on the committee was filled at the members' quarterly meeting on July 20th, 1895. There were no less than eleven candidates, and it was not until after several rounds of voting that John Hollingworth was elected.

In November, 1894, it came to the knowledge of the committee that the New Moston Society had recently taken land and contemplated erecting new business premises. It was thought that the time was opportune for approaching them on the question of amalgamation, in order to see if ways and means could be devised to arrive at a basis which would be beneficial and satisfactory to both societies. The suggestion was favourably received by the New Moston committee, who forwarded a series of questions for consideration. Replies were sent in due course, and also a letter stating that "As New Moston is our district the committee feel that they cannot commit themselves or their successors as to any future action they may take in order to meet the demands of our members residing in the district." On Jan. 21st, 1895, the New Moston Society's Committee intimated that the answers were satisfactory, and that it had been decided to recommend their members to amalgamate. On February 1st, the proposal was brought before a special meeting of their members when by 33 votes to

25 amalgamation was declined. The Failsworth Society's reply to this intimation was—"We are sorry to learn this, as we are certain that the amalgamation of your society with ours would have been to the best interests of the co-operative movement in our district."

Almost immediately forty-three of the Failsworth Society's members, resident in New Moston, petitioned for a shop to be established there. The committee replied that they were "quite willing to accommodate you as members of our society in every way possible in supplying you with goods and carrying same each week, but before we can decide under existing circumstances *re* your request to open a shop in New Moston it is necessary that a visit be made and all other details and information obtained." The outcome of this was that on March 2nd, 1895, the committee resolved to recommend that a shop be opened in New Moston at the earliest possible moment. The proposal was introduced to the members by Thomas Taylor on April 20th, 1895, when it was stated that goods to the value of £20 were being carried into the district every week. It was adversely criticised, and John F. Allen moved an amendment:—"That so long as there exists a separate society in New Moston it is inadvisable for the Failsworth Society to erect a branch there." This was felt to be too drastic, but finally, on the motion of Adam Percival, the subject was deferred for six months. On October 19th, 1895, the proposal was adjourned *sine die*, the hope being expressed that amalgamation might come about sooner or later.

In 1894 the manager, with the object of affording some relief for the Central, had been inquiring about a shop in Walmsley Brow for a branch, but nothing resulted. A year later the report of a special sub-committee recommending that a shop be rented and opened as a branch grocery shop in Hardman Lane district was accepted.

At the quarterly meeting on January 18th, 1896, the re-election of Benjamin Rydings as president was opposed by A. S. Collins. The local newspapers stated that the attendance was the largest on record. An anonymous circular had been issued in Failsworth and Woodhouses in which reference was made to the proposals for the

erection of new large premises at Newton Heath. It was alleged therein that the former were extravagant and disastrous, and that the ultimate object of the promoters "was to deprive Failsworth of its well-earned distinction of being the head and centre of the movement." The committee issued a reply in which it was stated that the circular "contained exaggerated and false statements which if not at once repudiated would damage the society and act very injuriously to the wellbeing and best interests of the members." Nobody could be got to acknowledge the authorship, but it was perfectly well known and admitted that Mr. Collins' candidature was supported by those who held the views expressed in the circular. Prior to the election of president there was a preliminary encounter on the minutes, which were adopted by a majority of about two to one. During the course of the meeting there were many humorous observations, not always to the point, but all of which helped to remove the acrimonious feeling which was exhibited at the commencement.

Ben. Rydings was nominated by John Fitzgerald, and Sydney Collins by Andrew Smith. While the members were waiting for the results of this and the other elections, Alfred Pollitt sang from the platform a verse of "Old Friend John," the members joining heartily in the chorus. Thomas Taylor was next called upon to tell a tale, and was about to comply with the request when the tellers of the voting came upon the platform with the figures. The result was as follows:—B. Rydings 380, A. S. Collins 130. A vote of thanks to Mr. Rydings for his services during the previous year was moved by John F. Allen, and gracefully seconded by the defeated candidate, who stated that he had not been actuated by any personal feeling, but that he had taken the course he had that night upon a principle. The meeting then closed with great good humour.

This meeting was also noticeable owing to the fact that an attempt was made to increase the dividend of 3s. in the £ (recommended by the committee) to 3s. 6d. in the £.

The profits for the quarter were exceptionally high, and out of the surplus left, after providing for the dividend, the educational grant, and various usual charges, it was

proposed to apply £1,000 towards the special depreciation of Newton Heath No. 2 Branch. The committee were accused of having charged excessive prices for the commodities, and it was suggested that those who had paid these prices should have the profits, and that the society had done enough for posterity. Although many of the members seemed to think there was some ground for complaint, the prevailing feeling was that the extra profits were being wisely allocated. The amendment to increase the dividend was, therefore, defeated by a large majority, as was also an attempt in the following quarter to increase the dividend from 3s. to 3s. 3d. in the £.

In February, 1896, the Committee of the Women's Guild were summoned to appear before the General and Educational Committees to answer a charge of introducing politics into their meetings. The offence was that a lecture on "The Enfranchisement of Women" had been given under the Guild auspices. The Guild officials claimed the right to take any subject for the advancement of women except party politics, and they contended that the subject of their lecture could not be included in the latter. But *Ben Rydings, the president, would have none of this reasoning. "We cannot allow it," he said. "We don't allow the Educational Committee to take up such subjects, and the Guild must toe the line with them, or we shall have to put our foot down." Since that interview the draft of the Guild syllabus has always been submitted to the Educational Committee.

The Educational Committee was, on the motion of John F. Allen, on July 18th, 1896, increased from five to seven members, and the allowance in lieu of fees was also increased from £6.10s. to £10 per annum.

After a lapse of many years the Educational Committee on August 15th, 1896, revived the Annual Flower, Fruit, and Vegetable Show.† There were over seventy

* Ben Rydings never wasted many words in getting to the point, and he always made himself understood. Some months after this incident Mr. Rydings expressed his great appreciation of the work the guild was doing.

† Similar shows were also held in 1898 and 1899, when they were again discontinued.

exhibitors, and it was estimated that about 2,000 people visited the show.

On October 17th, 1896, Francis J. Warren, on behalf of the committee, moved :—"That from December 20th, 1896, the interest on share capital be as follows :—5 per cent per annum on fully paid-up shares from £1 and not exceeding £40, and $2\frac{1}{2}$ per cent per annum on fully paid-up shares from £41 and not exceeding £100." It was stated in support of the motion that since 1892 there had been an increase of £22,719 in the share capital, £3,898 in the penny bank deposits, whilst the increase in the membership was 1,015. By the committee's proposals 987 members would be concerned out of a total of 5,584, and out of the total share capital of £90,000 a sum of £24,077 would be affected by this reduction of interest. The object of the committee was to get relief from a certain proportion of capital which could not be utilised or invested at a remunerative rate of interest. The motion was seconded by J. F. Allen and carried after some discussion.

Alfred Pollitt then moved that the interest on penny bank deposits be reduced from $3\frac{1}{2}$ to $2\frac{1}{2}$ per cent. It was explained that the increase of the maximum amount to be deposited from £10 to £20 had had the effect of increasing the total deposits from £5,000 to £9,000. It was also argued that this class of depositors had no responsibilities like the holders of share capital, and, therefore, should not receive as great a rate of interest. This motion was also adopted.

The next motion was one by John Entwistle—"That interest charged to borrowers in the Building Department be reduced from 5 to 4 per cent." This reduction, he said, was the natural outcome of the first resolution. Out of their 5,500 members only 26 were at that time making use of the Building Department. If the members agreed to this reduction the Failsworth Society would be brought into line with all the neighbouring societies. The motion was seconded by James Dewhurst and likewise carried.

A very important addition to the Standing Orders was made on January 16th, 1897, when on the motion of Benjamin Rydings, the president, it was decided that any

special business to be brought before the members should be posted at the various shops 28 days prior to the general meeting at which they would be considered, and that 18 days' notice must be given of all amendments.

On more than one occasion amendments of a most important character to financial proposals put forward by the committee had been moved on the spur of the moment, and the feeling had arisen that it was absolutely necessary to have some safeguard. The president, on a previous occasion, had acted as if there was such a rule in existence, but to avoid any differences of opinion it was thought best to amend the Standing Orders in the way described.

In the society's early days it was the practice to aim at the payment of a dividend of 1s. 8d. in the £. "A penny in the shilling and 5 per cent on share capital" was the highest ambition of the committee. On more than one occasion when the accounts did not show this dividend or one near to it the manager and secretary had a consultation as to whether anything had been left at the railway station and not taken into stock. But in course of years the dividend had got up to 3s., and, on several occasions, even beyond that figure. It used to be said that the members had become educated up to a 3s. dividend. There came a time, however, when a section of the members strenuously advocated "lower dividends and lower prices." Charles T. Gresham was the first to put this feeling in the form of a motion, but it had no seconder. On July 17th, 1897, George McClellan moved—"That it be an instruction to the committee that they so reduce prices that the dividend shall not exceed 2s. 6d. in the £." Two months earlier an impression had got abroad that the dividend was going to be 2s. 8d. This had an immediate adverse effect on the sales, and was promptly denied by the committee. The mover contended that a lower dividend, coupled with lower selling prices would make the society more popular, and, further, that men with low wages—and they were practically the majority of a working class community like Newton Heath and Failsworth—could not afford to become members. The opponents of the proposal argued that the movement would never have attained such

success if it had not been for the dividend. A reduction of 6d. in the £, they said, would be simply tinkering with the question, and that the object desired by the mover could only be achieved by taking away the dividend altogether and selling goods at cost price plus working expenses.

The weight of official opinion and experience was against the motion and it was rejected by 108 votes against 45.

In 1897 there occurred a great dispute in the engineering trade. On September 15th of that year, Thomas W. Locking, at the members' quarterly meeting, moved—"That the society make a grant of £100 to the Amalgamated Society of Engineers." The committee had also given notice of their intention to move as an amendment—"That the sum of £100 be taken from the Reserve Fund to relieve the distress in the district occasioned through the lockout in the engineering trade, the same to be left to the general committee for distribution." Walter Jackson seconded the motion, and it was supported by H. J. Upham, who stated that the engineers were supporting nearly 200,000 men, and had expended from their funds nearly £200,000, and that the A.S.E. were spending about £300 per week towards the support of the labourers who were not in a union. It was further stated that other societies had adopted similar resolutions and given assistance. The committee's amendment was moved by John Nixon, who said that, whilst they had full sympathy with the engineers in their struggle, the society had never yet handed over any of its funds for anybody else to distribute.

The feeling of the majority of the members present was that this was an effort to commit the society to the principle of contributing direct to trade union funds, and they rejected the motion ; 120 votes being recorded in its favour and 164 for the committee's amendment.

Two sub-committees were appointed to distribute the grant. Benjamin Rydings, Edmund Taylor, Walter Jackson John Warren, and John Nixon sat at New Road ; and Richard Green, John Entwistle, F. J. Warren, Thomas Taylor, and John Hollingworth at Miles Platting. In the Failsworth district there were only about a dozen

applicants for assistance. In the Miles Platting district, where there were many engineering works, there was a great amount of destitution, and the sub-committee had to deal with 160 applications weekly. Altogether the society expended on relief at this time the sum of £299. 10s. The sub-committee's labours were brought to a conclusion on February 8th, 1898, the lockout being then at an end.





CHAPTER XIV.

1898—1900.

JOHN FITZGERALD, PRESIDENT — NEWTON HEATH PREMISES OPENED—FURNISHING DEPARTMENT AT WELLINGTON STREET —EXHIBITION AT NEWTON HEATH—BALLOT BOXES INSTITUTED —FAILSWORTH CO-OPERATIVE COMMONWEALTH SOCIETY—BRANCH AT OLD ROAD—SEPARATE NIGHTS FOR EDUCATIONAL MEETINGS—COTTAGE BUILDING AT DEAN MOUNT—WORKMEN'S COMPENSATION FUND—CO-OPERATIVE CHOIR ESTABLISHED—GRANT TO WOMEN'S GUILD—DIVIDEND RESERVE FUND—POSITION IN 1899—DEATH OF BENJAMIN RYDINGS—A QUARTERLY MEETING AT NEWTON HEATH—DIFFERENCES WITH AN AUDITOR—PROFESSIONAL AUDITORS DECIDED UPON—NEW FORM OF BALANCE SHEET—HOUSE BUILDING IN LIGHTBOWNE ROAD—APPOINTMENT OF REPORTER.

ON January 15th, 1898, John Fitzgerald was elected president of the society in succession to Benjamin Rydings. Francis J. Warren was also a candidate.

We have previously recorded that the site of the commodious premises in Oldham Road and Church Street, Newton Heath, was acquired in 1884. In 1886 the committee began to consider the propriety of beginning building operations, and in 1887 an architect was instructed to prepare sketch plans. In 1889 everything was ready to be submitted to the members for their approval. The committee were not, however, unanimous, and when the final decision came to be made, Alfred

Pollitt, the president, gave his casting vote against the proposals. This action was entirely unexpected, but Mr. Pollitt justified it on the ground that, in his opinion, the society was not then in a position to incur such a large expenditure. The matter was thus shelved for five or six years.

On September 24th, 1894, a sub-committee, consisting of F. J. Warren, J. Nixon, E. Hibbert, J. Merrall, and Ben Rydings, was appointed "to consider the advisability of erecting new business premises on the vacant land at Newton Heath." Their report being favourable, F. W. Dixon, of Oldham, was called in as architect, and a completely fresh start made early in 1895, when Ben Rydings, C. Hadfield, J. Nixon, T. Taylor, and F. J. Warren were appointed a building sub-committee. First of all a block plan was prepared as a preliminary to the negotiations with the *Corporation of Manchester as to the building line on each side of the site. Co-operative stores in various parts of the country were visited, and, after full inquiries had been made, the architect, with the assistance of the manager, and the building sub-committee, evolved a design for buildings to cover a portion of the land. The design was accepted by the committee and approved by the members on October 19th, 1895. In the following month tenders were invited, nineteen being received. The contract was given to Jonathan Partington, of Middleton Junction. The grocer's shop and various temporary wooden buildings on the ground were pulled down; the grocery business being transferred to temporary premises at the rear in Church Street.

As befitting a most valuable site, buildings with a very imposing exterior were erected, this being apparent from our illustration. Grocery, tailoring, drapery, and boot and shoe departments were located on the ground floor, and other departments on the first floor. The cellars and portions of the top floor were arranged for storerooms or workrooms. In the upper part of the buildings there was provided a large room which might have been intended

* For the land added to Church Street and Green Street, the Manchester Corporation paid £210 and £160, on January 30th, 1899, and September 3rd, 1906, respectively.

as a meeting place, though it was never described as such. The buildings throughout were lighted with electric light generated on the premises, and at the Church Street corner a clock tower was erected. The cost was £13,279. 10s. 1d.

The opening ceremony took place on Saturday, April 2nd, 1898, when a souvenir containing a description of the buildings was prepared and circulated. The occasion was celebrated by a public demonstration. Processions, headed by bands of music, started from the New Road and Miles Platting branches, and the proceedings were witnessed by several thousand people. Benjamin Rydings had been selected by his colleagues to take the principal part in the ceremony, but, owing to his absence by reason of serious illness, that duty was discharged on his behalf by William Watson, the manager. The speechmaking took place in the large room at the top of the building, which was packed to its utmost capacity. Thomas Taylor presided, and there were also on the platform John Fitzgerald (president), Messrs. Adam Percival and A. Pollitt (two of the ex-presidents), William Watson (manager), Enoch Greaves (secretary), Thomas Hayes (the first secretary of the society), Councillor Trevor, J.P., Messrs. F. Hardern, J.P., F. J. Warren, J. Entwistle, J. Hollingworth, J. Warren, Edmund Taylor, R. Green, W. Jackson, S. Leah, J. Ridyard, J. Dewhurst, T. Longworth, G. Parkinson, J. F. Allen, G. Baines, W. Ogden, Vincent Hibbert, R. Whittaker, M. H. Kenyon, T. B. Smith, J. Nixon, C. Hadfield, and delegates from many neighbouring societies. Addresses were delivered by the Chairman, Messrs. F. J. Warren, J. Entwistle, Councillor William Trevor, J.P., James Ridyard, George Baines, and Adam Percival. There was also a meeting in the evening. John Fitzgerald occupied the chair, and addresses were given by Messrs. F. Hardern, J.P., Alfred Pollitt, Enoch Greaves, Thomas Hayes, J. F. Allen, Duncan (Denton Society), and Walter Ogden. The singing of "Auld Lang Syne" brought a very successful demonstration to a close.

A brass tablet, presented by F. W. Dixon (the architect), was subsequently fixed near the interior doors of the



NEWTON HEATH BRANCH, AND GENERAL DEPARTMENTS.

entrance at the corner of Church Street, on which was inscribed the following :—

FAILSWORTH INDUSTRIAL SOCIETY LIMITED.

List of General Committee and Officers who have served the society during the erection of these premises :—

Emmanuel Hibbert.	Benjamin Rydings.
Alfred Pollitt.	Thomas Taylor.
John Warren.	Edmund Taylor.
John Hollingworth.	John Nixon.
Francis J. Warren.	John T. S. ENTWISTLE.
Joah Merrall.	Charles Hadfield.
Matthew H. Kenyon.	Richard Green.
Walter Jackson.	

President :
John Fitzgerald.

Manager :
William Watson.

Secretary :
Enoch Greaves.

Auditors :
George Baines, Robert Whittaker,
Thomas B. Smith.

Architect :
F. W. Dixon, Manchester.

Contractor :
Jonathan Partington, Middleton Junction.

When the new premises were opened the temporary grocer's shop in Church Street was cut down to the new building line, rearranged as a butcher's shop, and is used as such to this day.

A year afterwards the former draper's shop at the older Newton Heath Branch (which had come to be officially described as the Wellington Street Branch) was reopened as a furnishing, hardware, and crockery department. The removal of the tailoring department to Newton Heath enabled the committee to extend the office and library accommodation at the Central at a cost of about £250.

In 1899 the large room at the top of the Newton Heath premises was utilised for an exhibition of co-operative productions, and there were a series of demonstrations extending from December 9th to December 16th. The inaugural ceremony was presided over by Benjamin Rydings, and the exhibition was declared opened by John Fitzgerald. During the week addresses on co-operation

were delivered by George Thorpe, William Lander, Thomas Killon, George Hawkins, Adam Percival, and Thomas Shillito; all, with the exception of Mr. Percival, being members of the committee of the Co-operative Wholesale Society.

At the quarterly meeting in April, 1898, an incident occurred which led to the use of ballot boxes for collecting the voting papers at elections. On this occasion there were five candidates, including John Warren and George McClellan, for the two vacancies on the general committee. John Fitzgerald was in the chair on this occasion. The voting had taken place and the tellers had collected the papers in their hats as usual and retired into the board-room to count them. In due course, the figures were handed to the chairman, showing that George McClellan was second on the poll and that he had defeated John Warren, one of the retiring committee-men, by one vote. A few seconds later, James B. Churchman, one of the tellers, discovered three voting papers which had caught in the lining of his hat, or rather the one which he had borrowed. The fact was immediately announced by the chairman, and the hat was handed on the platform. George McClellan at once agreed to the votes being counted and to abide by the result. Amidst considerable excitement the three papers were examined, and it was found that they contained two votes for John Warren, which thus placed him one ahead of George McClellan. Happily, a good feeling prevailed all round, but the chairman promised that it should not occur again. To guard against any repetition ballot boxes with glass ends were brought into use at the next quarterly meeting. George McClellan was elected on the committee not long afterwards.

In 1898 the Failsworth Co-operative Commonwealth Society commenced business in premises in Old Road. The society was started by some of the members of the Failsworth Branch of the Independent Labour Party. The president was J. C. Beard and the secretary John Greaves. Believing that "a society that stored all its dividend for productive enterprises would be of far greater benefit to working men," the promoters decided that all

the profits should go to each member's share capital in proportion to their respective purchases, and that nothing should be withdrawn except in case of unemployment or sickness. The society was doing business with a Co-operative Boot and Shoe Society in Northampton, and with a Co-operative Hosiery Society in Leicester. The Co-operative Union unsuccessfully endeavoured to induce them to give up business, but they gave up of their own accord after twelve months' existence. The principal reason for this was that some of the members of the Independent Labour Party being satisfied with the parent society did not look favourably on the efforts of this new society. Thomas W. Locking was entrusted with the winding up, and ultimately every member received back his share capital together with a dividend of sevenpence in the £.

The Old Road Branch* was formally opened on September 24th, 1898. A site containing 686 square yards had been secured in 1896 for the sum of £205, and upon it there had been built grocer's and butcher's shops and three houses. Above one of the shops a reading-room was provided. The buildings were erected by Jonathan Partington, of Middleton Junction, from the designs of F. W. Dixon, the architect, and under the superintendence of a Building Sub-Committee consisting of Benjamin Rydings, John Warren, Edmund Taylor, John Entwistle, and Thomas Taylor. The expenditure on the shop premises was £2,385, and on the houses £805. 14s. 11d.

On the day of opening a procession started from the Central premises, and, headed by a brass band, marched to Old Road. John Fitzgerald presided over the ceremony. The doors of the business premises were unlocked by Edmund Taylor on behalf of John Warren, who was absent through illness. The reading-room was opened by James Ridyard. They were each presented with a silver key, duly inscribed, as a souvenir of the occasion. Short speeches were made outside the shops, and during the proceedings John Hollingworth moved, and Walter

* The minerals underlying the Old Road site were on April 25th, 1904, sold for £17. 3s. to Messrs. Platt Bros. and Co. Limited, who were preparing to get coal from Failsworth.



OLD ROAD BRANCH.

Jackson seconded, the following resolution :—"That we regard with satisfaction the completion of these buildings, and hope for increased trade and further success to the Failsworth Industrial Society Limited and the co-operative movement as a whole." This was carried amidst applause. In the evening a public meeting was held in the Co-operative Hall.

On October 15th, 1898, George Sudren, on behalf of the Educational Committee moved—"That the quarterly meeting in connection with the Educational Department be held on a date other than the ordinary members' monthly meeting."* This was carried, and on November 7th, 1898, the recommendation of the two committees that the quarterly meeting of the Educational Committee be held on the first Thursday in February, May, August, and November was adopted. It was felt at the time that the members had not sufficient opportunity to take the necessary interest in the work of the Educational Committee, and the experience during all the years that have elapsed has shown this change to be beneficial to both committees.

Three more cottages in Adrian Street, Moston, were erected in 1898 at a cost of £646. 18s. 9d.

At the end of the year the sum of £5 was taken out of the profits as the nucleus of a Workmen's Compensation Fund.

In June, 1899, it was announced that the Failsworth Co-operative Choir had been organised, with Mr. W. D. Bailey as conductor, and that forty-one persons had joined.

The Women's Guild, on June 8th, 1899, received a welcome intimation from the Educational Committee that the members' quarterly educational meeting had out of the educational funds granted the sum of £10 per annum to assist the guild in its work, a quarterly statement of accounts to be submitted to the Educational Committee.

On September 21st, 1899, Francis J. Warren, on behalf of the committee, moved that a Dividend Reserve Fund

* Walter Jackson moved a similar resolution on April 20th, 1895, but it was rejected.

be established. It was explained that from time to time there had been some little difficulty in paying the desired dividend of 3s. in the £, whereas at other times the profits were more than were required for this purpose. By forming this fund out of the extra profits made in the fat quarters of the year it could be drawn upon when necessary in the lean quarters of the year. Alfred Pollitt seconded the motion and it was carried unanimously. Though not in so many words, the members on this occasion practically declared that henceforth there must be as far as practicable a uniform dividend of the amount stated. The main object of the committee was to do away with one of the causes of the fluctuation in the society's trade.

The sales for the year 1899 amounted to £202,708. 14s. 5d.; the sum of £4,460. 6s. 7d. was paid in interest and £28,119. 6s. in dividend; share capital amounted to £112,286 3s. 10d.; and the number of members at the end of the year was 6,840.

The society on March 24th, 1900, sustained a great loss by the death of Benjamin Rydings, three days after he had been assisting at stocktaking in his capacity as a member of the committee. Mr. Rydings, who was in his sixtieth year, was admitted a member of the society on *July 4th, 1868. He was elected to the committee on May 7th, 1881. With the exception of the period from August 3rd, 1889, to October 18th, 1890, he retained his seat on the board up to the time of his death. On January 19th, 1895, he was elected president, in which office he served for the maximum period of three years. The *Failsworth Co-operative Messenger* of April, 1900, said of the deceased :—

In his character there were combined the many virtues of honesty of purpose, courage of his convictions, impartiality and toleration. He did not start life with the advantage of a good education, and was not always able to express himself in polished and easy-flowing language. His words were often

* When Mr. Rydings became a member he had an account with Martin Wright, at the corner of Mill Lane. "Ben," said Martin one morning, "I hear tha's joined co-op." "Aye," said Ben, "but I'll pay thee." And Ben did, out of the dividends he drew.

quaint and witty, and always to the point. And his shrewdness, single-mindedness, and straightforwardness were so obvious that he gained the confidence of the large majority of the members of the society, and exerted a great influence over them. Whilst he was always firm in his principles, his nature was too gentle to make enemies, and he has died respected and honoured by all who have known him.

“Ben,” as he was familiarly called, was born at Wrigley Head, and followed the occupation of a handloom weaver throughout his life. In after years he resided in Mill Lane.

John Hollingworth was elected to the vacancy on the committee.

In 1900 the experiment was made of having a members' quarterly meeting at Newton Heath. This was done at the instigation of John F. Allen, who at the quarterly meeting on January 20th., 1900, moved—“That it be an instruction to the committee to arrange for the next quarterly meeting of the society to be held in the new premises at Newton Heath, or elsewhere in the district.” The motion was carried by a majority of thirty-two votes. Accordingly, the quarterly meeting on April 21st was held in the large room at the top of the Newton Heath premises, and was very largely attended for the reason explained hereafter. It was not a success, the acoustic properties of the room being bad. The experiment has never been repeated.

At this meeting there was a discussion on the following statement at the foot of the balance sheet:—“Certain payments having been made which are not authorised by the rules of the society, I decline to certify that the balance sheet is correct.—(Signed) G. Baines.” Mr. Baines did not attend the meeting, so Robert Whittaker and John Hammond, the other auditors, who had signed the balance sheet as being correct, were asked for explanations. It proved to be a very small affair. The general committee, it appeared, had instructed the office cleaner to also clean the library. This involved the committee in an additional expense of 4s. per week, which, according to Mr. Baines, was against the rules. On the previous evening Mr. Baines had sent in his resignation as auditor, and, on the motion of John Fitzgerald, the president, it was resolved—“That we accept with regret the resigna-

tion of Mr. Baines, and we tender our thanks to him for his faithful services during the past years; also, if he wishes to explain his position, we shall be glad to hear him at some future meeting." Mr. Baines did not accept the offer, and, later, withdrew from the society, after many years of useful service in various directions. This was the first time in the history of the society that any doubt had been cast upon the balance sheet. But although the members were satisfied that there was no reasonable ground for Mr. Baines' regrettable action, certain prominent members were not disposed to let it rest at that. A much larger issue was raised. The confidence of the general body of members had been disturbed, and steps must be taken to prevent a repetition. John Fitzgerald, in 1894, had suggested to the committee the advisability of employing professional auditors, but they would not entertain the proposal. "Having been served well in the past, we see no necessity for recommending a change in this department," was the committee's decision. But immediately after the incident above referred to John Delooze suggested the appointment of professional auditors, and the chairman, in reply, said the matter would have consideration.

The opportunity for making a change came very soon afterwards. On July 21st, 1900, the auditors suggested that their number be increased from three to four. No decision was arrived at until October 20th, 1900, when, on the motion of John Fitzgerald, the president, seconded by Charles T. Gresham, professional auditors were decided upon by 40 votes against 33. The resolution was not acted upon immediately, for one reason to make sure that it was in accordance with the rules, and, secondly, with the object of allaying the personal feeling which had arisen. Whilst the capabilities of the existing holders of the office were admitted, it was pointed out that there was no guarantee for the continuance of this, and the members were reminded that on at least one occasion a member was nominated for the position on the ground that the small remuneration which he would receive would be a useful addition to his income. It was farther argued that the work of an auditor was of a monotonous character,

and that those who held the office would be of greater service on the committee. The discussion was continued at succeeding quarterly meetings, and on April 20th, 1901, John Delooze moved—"That this meeting is of the opinion, seeing that the audit in connection with the society is so efficiently conducted and satisfactorily performed at the present time, that any change from the system in vogue is inopportune and unnecessary." The motion was lost by 58 votes against 47. John Fitzgerald then moved—"That it be an instruction to the board to arrange at the earliest convenience to have our accounts audited by professional auditors." This was carried by 58 votes against 34. On April 22nd the resignation of the auditors was accepted, to take effect at the end of the quarter, and on July 20th, 1901, on the motion of John Fitzgerald, seconded by R. T. Jackson, Messrs. Appleby and Wood were appointed auditors. Mr. Wood was formerly a member of the society, and had served on the educational committee and also as an auditor.

The new auditors introduced several changes in the system of keeping the accounts and also in the form of the balance sheet. These gave rise to a discussion at the quarterly meeting on October 19th, 1901, when Mr. Wood explained that hitherto their balance sheets had not given them an accurate view of the position. They had been based, in accordance with custom, entirely on cash payments without regard to liabilities. On the other hand, certain items of expenditure which ought properly to be spread over the four quarters of the year had always been charged to the expenses of the particular quarter in which they were paid. Under the new arrangements all the society's assets and liabilities were included in every balance sheet, which also gave a great deal of detail enabling the members to have a better understanding of every one of the departments. A statement made during the discussion, that the members could not understand the balance sheet, was somewhat resented. A few months later the auditors introduced into the balance sheet an Investments Revenue Account, showing conclusively the gain or loss on the society's cottage property. From the

very beginning of the society becoming owners of cottage property there had always been members who argued that it was not self-supporting, and this return was therefore useful in settling a much vexed question.

At the same meeting, Mrs. Dugdill, president of the women's guild, endeavoured to bring about an alteration in the rules, making it possible for the wife of a member, or the husband of a member, as the case might be, to attend the meetings and vote. She explained that she had taken up the matter on behalf of the guild, many of whose members took an interest in the meetings, but could not come because their husbands' names were in the share book. It appeared that the motion was not in order, it being stated that it was contrary to the Industrial Societies Act. It was therefore withdrawn.

Five houses in Lightbowne Road were erected in 1900 at a cost of £1,436. 10s. 2d.

On February 1st of the same year the society, on the recommendation of the general and educational committees, appointed a professional journalist to report its meetings, for insertion in the *Failsworth Co-operative Messenger*.





CHAPTER XV.

1901 - 1903.

CHARLES HADFIELD, PRESIDENT—A PERIOD OF DEPRESSION—
DEATH OF J. B. CHURCHMAN—THOMAS TAYLOR ELECTED ON
STAR CORN MILL BOARD—FIVE YEARS' LIMIT ON COMMITTEES
—ATTEMPT TO REDUCE EDUCATIONAL GRANT—MORE LAND
AT WRIGLEY HEAD—BUILDING DEPARTMENT RADIUS—
CO-OPERATIVE CONVALESCENT HOMES—PRIVATE TRADERS'
ATTACK ON CO-OPERATION—CO-OPERATIVE DEMONSTRATION
AT BELLE VUE—LEICESTER HOSIERY SOCIETY—MUSICAL
FESTIVAL—ST. MARY'S ROAD BRANCH—NORTH WALES
QUARRIES—DIVIDEND ON COAL—RELIEF OF DISTRESS—
BOUNDARY LINES—ASHTON ROAD WEST BRANCH—"WAG-
STAFFE FOWT"—THE OLD ROMAN ROAD.

ON January 19th, 1901, Charles Hadfield was elected president in succession to John Fitzgerald. The other candidates were Richard Green and Alfred Pollitt.

The year did not open very auspiciously. The sales in 1898 (the year the Newton Heath new premises and the Old Road Branch were opened) and 1899 had shown a very large increase (1897, £169,063; 1898, £194,632; 1899, £202,708) and even in 1900 there had been a further increase of nearly £2,000. This, however, was far below what might have been expected, judging by the returns of neighbouring societies. In the last quarter of 1900 the sales, compared with the corresponding quarter of the previous year, showed a decrease to the extent of £1,601. The causes were not difficult to trace. The Star Corn Mill

had supplied the society with a very large quantity of an inferior make of flour, the bulk of which was distributed before the defect was discovered. Again, a system of credit had, unknown to the committee, come into vogue at some of the branches. The committee "put their foot down," and sternly prohibited credit, but it was at the expense of some trade. This, and the dissatisfaction arising from the flour, brought about the reduction in the sales, which in turn affected the dividend, and this had a further detrimental effect on the trade.

The vacancy on the committee of the Star Corn Millers' Society, caused by the death of *James B. Churchman was filled on January 26th, 1901, by the election of Thomas Taylor, who was nominated on behalf of the society by George Sudren. This involved the retirement of Mr. Taylor from the General Committee after fifteen years' continuous service.

On November 15th, 1900, Matthew H. Kenyon moved a resolution providing that no member of the General or Educational Committee hold office for more than five years in succession, and that after such term he be ineligible for re-election until the expiration of a period of twelve months. Resolutions with the object of bringing about changes automatically in the constitution of their committees had been adopted by several societies, and in one or two cases it had been carried to an extreme degree. Arguments were advanced for and against the proposal. It was urged that it was not

* James B. Churchman died on December 5th, 1890, in his 59th year. In 1878, almost immediately after taking up his residence in the district, he became a member of the society. In February, 1881, he was elected a member of the Educational Committee, and secretary in September of the same year; both of which positions he resigned in December, 1884. In 1882, Mr. Churchman became one of the society's delegates to the Star Corn Mill, and in June, 1883, he was appointed on the committee of management. In this position he worked hard to secure the success of the mill, and very soon gained the respect and confidence of his colleagues. During the re-erection of the mill, after the fire in 1889, he rendered signal service. On the death of Mr. Lownds, the then chairman of the Star Corn Mill, in July, 1895, Mr. Churchman was appointed vice-chairman by the unanimous vote of the committee, which position he held until his death.

advisable to dispense with the services of experienced members of the committee, and that every one of its members had to submit to re-election or otherwise every year. On the other side it was asserted that past events justified such a resolution, and that it was in the general interests of the society that there should be amongst the general body of members a wider knowledge of its administration. The discussion was resumed on February 21st, 1901, when the motion was carried by 30 votes against 12. On July 20th, 1901, Thomas Taylor, moved—"That the resolution passed at the monthly meeting held in February last . . . be rescinded, believing that it is not for the best interest of the society to have any fixed limit."

Thomas Longworth seconded the motion.

There was considerable discussion in which several members and ex-members of the committee took part, this causing John F. Allen to suggest that the discussion would have been better left to others rather than those who had occupied the official hierarchy in the past. Their experience of the past, he said, was that they had been working thirty or forty years without this new fangled notion.

Mr. Taylor's motion was defeated by a large majority.

The Educational Committee on July 6th, 1901, promoted a Children's Fête and Gala (arrangements had been made for a gala in 1900, but it had to be abandoned because of the unfavourable weather). This was a great success, and by general agreement became an annual feature.

An attempt to reduce the amount expended for educational purposes was made on July 20th, 1901, by Thomas Clegg, who moved that the grant be reduced from $2\frac{1}{2}$ per cent to $1\frac{1}{4}$ per cent of the profits per annum. He argued that the work of education was now being carried on by the Government of the country, that the money was being expended recklessly, and that it would be better given to their poor and destitute members. The motion was seconded by John Hollingworth, so that there could be a discussion. The statements made by the mover were generally denied, and when the motion was put to the vote, only the mover voted for it. With that exception, everybody present voted against it.

Included in the events of 1901 were the first annual joint tea party of the educational department and women's guild on October 5th, when Miss Llewelyn Davies was the speaker ; the purchase of land and twenty-two houses (some of which have been pulled down)* at Wrigley Head for the sum of £1,326. 12s. 3d. ; and the provision of a drapery department at the Dean Mount Branch, the house next to the grocer's shop being converted by the building department for this purpose. It had been intended to continue utilising the rear portion of the premises for residential purposes, but the Manchester Corporation declined to sanction the proposal.

It became necessary in 1902 to apply some restriction to the area of the operations of the building department. On April 19th, 1902, a committee consisting of five members of the Board and four ordinary members were appointed to consider the question of advancing money on mortgage to members of the society on property outside the society's recognised boundary. This had been done occasionally. Three months later this committee recommended that no loan be granted to any member whose property or proposed property is situated outside a four miles radius from the Central premises. This was agreed to. The reasons for enforcing this restriction were that the committee could not exercise a proper supervision beyond a certain distance, and, again, that it was not advisable to advance money on property within another society's area. The building department was established mainly to assist members to live in their own houses, and not to encourage speculation.

On July 19th, 1902, it was, on the motion of Walter Jackson, seconded by John Fitzgerald, unanimously and enthusiastically resolved to take up 175 £1 shares in the North-Western Co-operative Convalescent Homes Association, this being at the rate of one share for every forty members. The amount was taken out of the Reserve Fund. The suggestion of convalescent homes for co-operators to be maintained by co-operators had received

* In 1902 a ground plan showing that thirty-three houses could be erected on this site was adopted, but so far only a small part of this building scheme has been carried out.

the sympathetic consideration of the society from the outset. Some of the leading members had had experience of the difficulties encountered on the few occasions when efforts were made to get members into existing convalescent homes. And when Mr. James Johnston's paper on the subject was read at the quarterly conference of the Manchester District Co-operative Association, held at Failsworth on July 21st, 1900, it received the unanimous support of the Failsworth delegates. Subsequently homes were established at Otley on August 13th, 1904, and at Blackpool on April 14th, 1906.

In 1902 there was a stir in the co-operative world arising out of a vindictive attack on the co-operative movement by the organisation of the private traders. This was centred upon the St. Helens Society, and in that town efforts were made to induce employers of labour to discharge any of their employées who were members of the co-operative society. The Co-operative Union took immediate action, and it was decided to forthwith raise a fund of £100,000 for defensive purposes. The Co-operative Wholesale Society agreed to guarantee £50,000, and distributive societies were asked to provide a like amount. The subject was discussed at Failsworth on October 18th, 1902, when the committee recommended that the sum of £100 be guaranteed. James Nelson moved and John Fitzgerald seconded an amendment that the advice of the Co-operative Union be followed, and that the sum be £350, being at the rate of 1s. per member. "Let us show that we are ready with £350, and if need be with another." "The movement is face to face with something that the present generation has not previously experienced. We have once and for all to demonstrate that we are not going to be interfered with," said one of the speakers on that occasion. The committee withdrew their proposal and the amendment was passed unanimously, with acclamation. William Maxwell, the president of the Scottish Co-operative Wholesale Society, was the speaker at the society's annual tea party a month later, and in referring to the subject said: "The efforts of the private traders are like the attempts of Mrs. Partington to sweep back the waves of the Atlantic.

Co-operation," said he, "has a root so deeply implanted in the minds and hearts of the people of this country that it can never be eradicated. . . . You will have to take greater interest in the movement if the battle is to be fought in the way indicated by the private traders. You will have to attend your meetings better, and read up more of the literature of the movement, so that you may present a solid front to the enemy. Our movement is bound to grow. We have the money in our hands and we have the brain power, and possibly we may be able to improve on Macaulay's beautiful picture of the Romans—

"Then none was for a party;
 Then all were for the State;
 Then the great man helped the poor,
 And the poor man loved the great;
 Then lands were fairly portioned;
 Then spoils were fairly sold—
 The Romans were like brothers,
 In the brave days of old."

The attack of the private traders failed ignominiously, and indeed the societies directly concerned were very soon able to report largely increased sales. It was only found necessary to call up a small percentage of the guarantee,* and those few co-operators who lost their situations had work found for them elsewhere.

A Co-operative Demonstration at Belle Vue on September 20th, 1902, the outcome of a suggestion of the educational committee, was the forerunner of the sectional demonstrations now held annually under the auspices of the Co-operative Union. The educational committee had sent out invitations to all societies within a twelve miles radius inquiring if they were in favour of such a demonstration. At a subsequent meeting attended by delegates from twenty societies the suggestion was adopted, and an executive committee, of which R. T. Jackson was chairman and William Jones secretary, was

* The Failsworth Society's payments were as follows :—December, 1902, £3. 10s. ; September, 1904, £3. 10s. ; December, 1905, £3. 10s. ; February, 1907, £10. 10s. ; total, £21. The payment in 1907 was towards the expenses of a libel action instituted by the Plymouth Society.

appointed to complete the arrangements. The societies represented at the demonstration were Failsworth, Eccles, Pendleton, Manchester and Salford, Oldham Industrial, Oldham Equitable, Droylsden, Royton, Crompton, Ashton-under-Lyne, Leigh, Tyldesley, Middleton, Stalybridge, Denton, Heywood, Hurst, Mossley, Waterloo, and Prestwich, and it was estimated that over 7,000 co-operators took part. The speakers were Mr. J. C. Gray (Co-operative Union) and Mr. H. R. Tutt (Co-operative Wholesale Society).

On December 20th, 1902, there was a discussion on the proposal of the Co-operative Wholesale Society to enter into and carry on the business of hosiery manufacturing, and to buy the Leicester Co-operative Hosiery works for the sum of £29,000. Failsworth had £150 invested in the last-named society, and the committee had been asked if they approved of the sale or otherwise. The shareholders' meeting at Leicester had been attended by H. J. Upham, and he reported that the offer of the Co-operative Wholesale Society worked out at 32s. for every 20s. of share capital, which was regarded by the distributive societies generally as a very good offer, but, according to the rules of the Hosiery Society, every shareholder had one vote only irrespective of the amount invested. The consequence of this was that the employé shareholders, holding only 10 per cent of the share capital, who had been led to believe that it was against their interests, were able to veto the proposal. Negotiations were suspended but they were afterwards reopened, and the sale ultimately agreed upon. The purchase price worked out at 35s. per £1 share. Failsworth received £262. 10s. The balance of £112. 10s. over and above the society's investment of £150 was added to the Reserve Fund.

Four houses in Hardman Street, Failsworth, were bought by the society in 1902 for £730, the chief rent of £4. 16s. made payable out of the property when the land was conveyed by the society to the owner in 1895 being "merged."

The re-election of Charles Hadfield as president for a third year was on January 17th, 1903, unsuccessfully opposed by Walter Jackson.



ST. MARY'S ROAD BRANCH.

The educational committee made a new departure and promoted a musical festival and competition on January 31st of this year. The competition was confined to boys and girls under sixteen years of age. The preliminary competitions took place in the afternoon, and the finals in the evening. There were about one hundred competitors. The committee were assisted in their arrangements by several gentlemen with musical ability in the district.

A freehold site containing 3,800 square yards in St. Mary's Road, Moston, was in May, 1896, bought outright for £320 at public auction, in anticipation of the growth of the population in that district. On September 19th, 1901, the members approved of the erection of a shop and four dwelling-houses thereon. The shop was constructed so as to be used ultimately as a butcher's shop, but for the time being it was arranged internally for the grocery business; the intention being to erect a grocer's shop on a portion of the site reserved for the purpose when the trade was sufficient to warrant the expenditure. The architect was F. W. Dixon. The joinery work was done by the society's own staff, the other work being let out by contract to the various trades connected therewith. These buildings only took up the front portion of the land, leaving the remainder available for cottage building at some future time. The shop was opened for business at eight o'clock on the morning of January 22nd, 1903, by Charles Hadfield, the president, who received from the manager, not an ornamental key which must not be scratched, but the one which would be in daily use. At such an early hour on a raw January morning a large attendance could not be expected at the opening, and there was nobody present except the society's officials and workmen. Inside the building the spectators partook, not exactly of "cakes and ale," but of the nearest substitutes that the shopman could provide. The expenditure on the shop was £669. 10s., and on the four houses £1,454.

The establishment of this branch was celebrated by a tea party at the St. Mary's Road Methodist New Connexion School, on January 24th, 1903. Richard Green

presided, and Adam Percival gave an address of a reminiscent character. "Thirty or forty years ago," said Mr. Percival, "there were a few old weavers at Lightbowne who were members of the society. But St. Mary's Road was a sort of gentlemanly road. The occupiers had to pay certain rents, and, as there were certain ties on the land, it had been a sort of respectable Moston. The committee expected them to show their respectability by showing how much money they could spend." (Laughter.)

When this branch was erected the Manchester Corporation required the buildings to be set back to a new building line prescribed with the object of increasing the width of St. Mary's Road from 12 yards to 16 yards. This entailed the giving up of a strip of land containing 213 yards in front of the property, and which the society was entitled to be paid for. A claim for £110. 18s. 9d., being at the rate of 5d. per yard, 25 years' purchase, was made against the Manchester Corporation in 1903. The Corporation offered £37. 6s. 8d., which was declined. Negotiations were then suspended until the Corporation were prepared to agree to better terms, and wooden stumps were erected for the purpose of retaining the society's legal rights. When the higher part of St. Mary's Road was widened and paved in 1906, the Corporation offered to relieve the society of the charge for the paving, flagging, and sewerage co-extensive with the property, and, in addition, to pay the sum of £3. This offer, which was practically equivalent to the society's original claim, was accepted.

A proposal to assist the North Wales Co-operative Quarries Limited was brought before the members on July 18th, 1903. There had been a prolonged dispute at Lord Penrhyn's quarries at Bethesda, and some of the men formerly employed had had to obtain work in various parts of the country. Others were living in the neighbourhood in a state of destitution. There was a wide-spread wave of sympathy for these men, and so far as co-operators were concerned the outcome was the formation of the above-named company and the purchase of several quarries in the Bethesda district. At the

meeting referred to the committee recommended that £50 be invested in shares. This was formally approved on August 20th of the same year, but the president, alluding to the prevailing feeling that the amount should be £100, said that if any further capital was required in the future there would be no objection. This undertaking was afterwards fulfilled, and in 1907 the society's total investment in the quarries amounted to £350.

By the casting vote of the chairman on September 17th, 1903, the committee's recommendation to pay dividend on the sales of coal in the bag department was adopted. Previously the coal had been sold from door to door in the district. With the object of exercising better control over this department the committee desired to introduce the system of ordering and paying at the branches. This, however, was found difficult to work, and shortly afterwards the coalmen were supplied with printed checks to be exchanged for the money when the coal was delivered. It was jocularly suggested that milk be added to this item of "fiscal reform," but the time was not considered opportune.

On October 17th, 1903, the committee were given authority to take £100 out of the Reserve Fund in order to relieve the distressed members who were suffering from the trade depression existing at the time. The distribution was entrusted to a committee consisting of Walter Jackson, Robert Whittaker, C. Hadfield, H. J. Upham, H. Tootill, and John Hollingworth. On that occasion relief was given to members only. The total amount distributed was £35. 9s.

In 1901-2-3 attention was once again directed to the boundary arrangements with the various societies. The Co-operative Union, on January 21st, 1901, convened a meeting of the societies in the Manchester No. 1 Area, comprising Beswick, Manchester and Salford, Droylsden, Blackley, Failsworth, and New Moston. No representatives from Blackley or New Moston—the two societies with which Failsworth was then desirous of making an arrangement—attended, but it was understood that direct negotiations would be opened up with them.

On December 19th, 1902, the members sanctioned an

“WAGSTAFF FOWT.”



*Reproduced by permission of Mr. Sim Schofield, author of
"Short Stories about Failsworth Folk."*

agreement with the New Moston Society, the terms of which were as follows :—

The boundary between the two societies to commence at the houses called Yeb Fold (on the northern side of the Roman Catholic Cemetery), in Moston Lane, and follow Moston Lane to Nuthurst Road, along Nuthurst Road to the bridge called the Nuthurst Bridge, over the Lancashire and Yorkshire Railway from Manchester to Rochdale, and then on the southerly side of the railway until Blue Bell Clough is reached, along the water course until the Moston Brook is reached, and then along Moston Brook to Wrigley Head Canal Bridge, and so along the Rochdale Canal until the Oldham Industrial Society's boundary is reached at Henshaw Lane Bridge. The Failsworth Society undertake not to open any shop within two hundred yards of said boundary on southerly side. The New Moston Society not to open any shop within two hundred yards of said boundary, except that portion of Moston Lane and Nuthurst Road from Yeb Fold to Nuthurst Bridge, on which portion they to be able to erect any building not nearer than one-hundred-and-fifty yards to Moston Parish Church, and on the northerly side of the road only.

On November 19th, 1903, it was agreed with the Blackley Society that—

The Blackley Society be allowed to build on the boundary line at the junction of Lily Lane, Ashley Lane, and Potters Lane, and the Failsworth Society undertake not to come within 300 yards of such buildings. That the Blackley Society, from Potters Lane to the Queen's Road boundary, be allowed to build up to the boundary, and the Failsworth Society not to build within 300 yards of the brook on the Blackley side, at any point between the two named points, save and except the present shop owned by the Failsworth Society in Queen's Road. That the Failsworth Society be allowed to build up to the boundary line on the Failsworth side at any point from Yeb Fold, along Moston Lane, Kenyon Lane, to the top of Lily Lane, and the Blackley Society undertake not to build a shop within 300 yards of the boundary. That the Failsworth Society undertake not to raise any objection to the Blackley Society building a shop on the boundary line of Moston Lane at any point more than 600 yards from the shop intended to be built by the Failsworth Society.

The way was thus cleared for further extensions by our own society.

With the object of providing facilities in the *Ashton

* The Ashton Road West Branch is on the line of the old Roman road from Manchester to Cambodunum (Slack, near Huddersfield). It was traced in 1771 from the east gate of Campfield, on the banks of the Medlock, at the Knott Mill end of Deansgate. It ran eastwardly across Deansgate and at right angles to it, and so continued

Road East and West district, John Nixon and John Warren were, on July 27th, 1896, appointed to look out for a suitable place in the neighbourhood. A piece of land containing 1,200 square yards was ultimately selected at the corner of Ashton Road West and Kershaw Street. This was acquired in July, 1898, on lease for 999 years at an annual rent of £12. 10s. "Wagstaff Fowt" formerly stood upon the site, and was the source of inspiration of Ben Brierley's first prose writing, "My Uncle's Garden." Nothing further was done until 1902, when permission was sought from the landowner, Captain Timson, through his agent, to erect a temporary shop. This was refused. On December 20th, 1902, plans for grocer's and butcher's shops and five houses, prepared by William Dennell, architect, were approved. The work

some distance before taking a turn to the north-east, following approximately the line of Travis Street and Mill Street, Ancoats, and entered Newton township to the west of Hulme Hall Lane, which it crossed at right angles. It was raised above the natural surface of the ground, and in some places was sixteen or seventeen yards in width. The line of the road continued by Cheetham Fold, by Newton Church, and along what is now Gaskell Street, the boggy part of which was made passable by large oak beams laid transversely. Edmund Shaw, a farm labourer, drew with a pair of horses from the bottom of this road thirty logs of oak, so decayed that they could only be used for supporting hay stacks or for firewood. Getting to Failsworth, the canal partly followed the old road line. But it is still traceable at streets on Street Lane, and a little more than a century ago had a very imposing appearance for about a mile. The Rev. Richard James, in 1636, relates in verse his visit to Squire Ashton, of Middleton, and continues :—

Next day . . . Summe miles beyond thy home
 Mounted upon thy horses we did rome,
 Under thy guidance to a Roman waye,
 High cast yet standing as perchance it laye
 From Yorck to Chester. . . .
 Our ways are gulph of durte and mire which none
 Scarce ever passe in summer without moane ;
 Whilst theirs through all ye world were no less free
 Of passadge then ye race of Wallisee ;
 O'er broken moores, deepe mosses, lake and ferne,
 Now worcks of giants deem'd, not arte of men.

So did their business speede and armyes flye
 From East to West like lightning in the skye.

—*History of Newton Chapelry.*



ASHTON ROAD WEST BRANCH.

was done mainly by the society's building department. The premises were opened for business at nine o'clock on the morning of December 17th, 1903, Charles Hadfield, the president, unlocking the door of the grocer's shop with a key presented to him by the manager, and Walter Jackson performing a similar function in connection with the butcher's shop.

The inauguration of the branch was celebrated by a tea party in the Secular School, Pole Lane, on March 12th, 1904. Joe Smith presided, and an address was given by H. J. Upham. The cost of the business premises was £1,638. 6s. 7d., and that of the houses £1,474.

The erection of the buildings was attended by a serious fatality. On August 14th, 1903, there was a short but violent thunderstorm, and the lightning struck Andrew Andrews, bricksetter; George T. Marsland, labourer; and Alfred Worth, joiner. The two former were killed outright, and the last-named died in the Manchester Royal Infirmary on the following day from the injuries received in falling from the scaffold. Just previously the society had insured the workmen engaged on the premises in a certain insurance company, which disputed its liability on the legal ground that the accident, if it could be described as such, did not arise out of the employment. The society were the nominal defendants in an action brought before the Oldham County Court by the widow of the deceased man Andrews. Judge Bradbury decided in her favour, but the insurance company took it to the Court of Appeal, who, on April 13th, 1904, unanimously confirmed the decision of the County Court Judge. This decision governed the other cases.



CHAPTER XVI.

1904—1905.

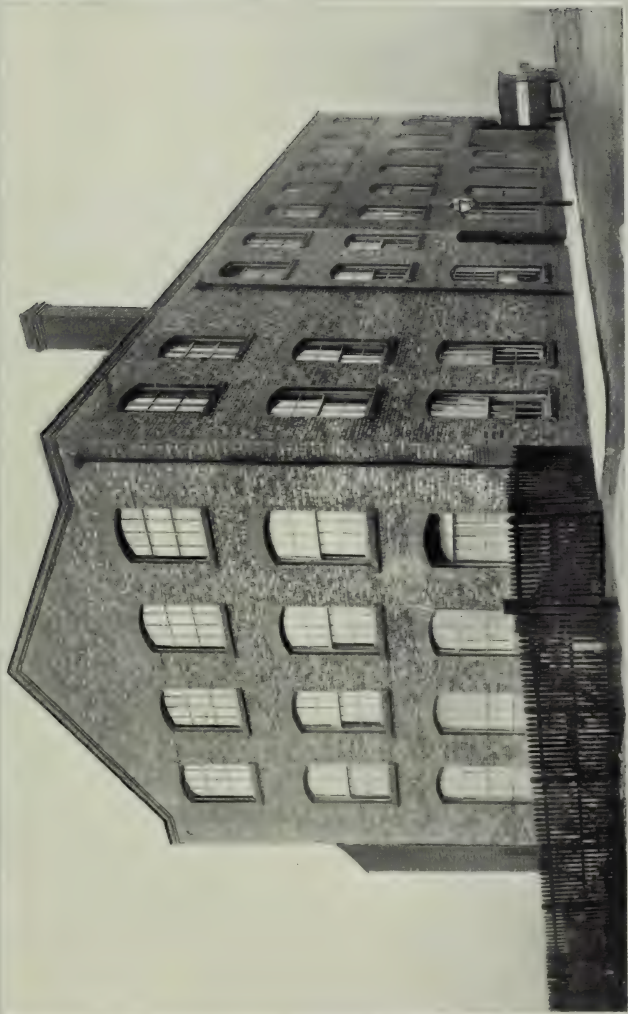
WALTER JACKSON, PRESIDENT—DIVIDEND ON MILK—NEW BAKERY—EXTENSIONS AT MILES PLATTING BRANCH—A BRANCH AT QUEEN'S ROAD—SCIENTIFIC LECTURES—DEATH OF WILLIAM WATSON—ENOCH GREAVES, MANAGER, AND C. F. GREENHALGH, ASSISTANT SECRETARY AND CASHIER—"CLIMAX" CHECK SYSTEM—UNWELCOME VISITORS—TENTH REVISION OF RULES—WOMEN'S GUILD GRANT INCREASED—OPEN-AIR CONCERTS—COTTAGE BUILDING IN EVENING STREET—RESIGNATION OF PRESIDENT—WILLIAM HIBBERT, CHAIRMAN—DIRECT REPRESENTATION IN PARLIAMENT.

ON January 16th, 1904, Walter Jackson was unanimously elected president in succession to Charles Hadfield.

The educational committee on January 23rd and 30th held the second annual musical festival. This was of a more ambitious character than the one held in 1903, the junior competitions for the children of members being held on the first Saturday, and the second Saturday being set apart for open competitions for adults.

On March 17th, 1904, the committee at last saw their way to recommend the payment of a dividend on the milk sales. This was a step that had long been advocated, most persistently by Smith Williamson, and the members heartily approved of the proposal.

For several years the committee had realised that a new bakery was absolutely necessary; the old plant



THE BAKEHOUSE, RIDGEFIELD STREET.

being antiquated and worn out. Various co-operative societies' bakeries were visited to enable the committee to decide upon the best system. On April 16th, 1904, the members were asked to sanction the erection of new buildings at the rear of the Central premises to be fitted with Werner, Pfflerderer, and Perkin's draw-plate ovens. The previous ovens had been fired with coke, but the new ovens would, it was stated, be more economically heated with gas made out of coke. The committee's proposals also included the provision above the bakery of a small lecture hall and a reading-room, entered from Ridgefield Street. The design of the building was prepared by Henry Park, the foreman of the building department, and it was erected by his staff. It was originally intended to instal three ovens, but shortly afterwards the number was increased to four. The cost was about £3,000.

Some extensions of the Miles Platting Branch, the development of which is interesting to follow, were completed in April, 1904. This matter had been receiving the attention of the committee for some years before that. The site of the premises then existing was re-leased for 999 years on December 20th, 1897. The annual chief rent was then fixed at £48. 16s. 10d., or about 1s. 8d. per yard. This was a big increase on the original chief rent of £3. 12s. 9d., but there was practically no alternative. The year following, in pursuit of a new policy determined by the committee, Benjamin Rydings was requested to make private inquiries with regard to the property on the Manchester side of the site. One day on his way back from "bearin whom" he called upon the owner and, speaking in the Lancashire dialect, said he had heard that he had some property to sell, that he (Mr. Rydings) and two or three more chaps had some brass to invest, and that if the price was right they were prepared to buy. The owner said he had not considered the matter but was prepared to sell at a profit. Ben Rydings reported the facts to the committee, and he was deputed along with F. J. Warren and the manager to effect the purchase of three houses and one shop, the site containing 592 square yards, in the situation already named. During the negotiations it was elicited that the owner had provisionally



QUEEN'S ROAD BRANCH.

agreed upon a re-lease of the site for 999 years at about 10½d. per yard, or £25. 18s. in the aggregate. It was arranged that this bargain should be completed and the new lease handed over to the society. This also was a big increase on £3. 14s., the old chief rent, but it was considered fairly reasonable. The society's seal was affixed to the purchase on March 27th, 1899, the price paid inclusive of certain legal expenses being £633. 18s. 9d. In 1903 the shop was pulled down and a new butcher's shop was erected, and in 1904 the old butcher's shop was converted into a boot and shoe shop. The three dwelling-houses were retained as such. A strip of land in front of the property was sold to the Manchester Corporation for the widening of the footpath for the sum of £50. 13s. 4d. The Corporation were also willing to pay for some of the land in front of the shops. This had not been included in the society's re-conveyance in 1897. However, to settle the matter, the further sum of £51. 15s. 6d. which was received was divided between the society and the Dean and Canons of Manchester.

The Queens Road (Miles Platting) Branch was opened on October 6th, 1904, to meet the requirements of the many loyal members in that locality, who for many years had had to make their purchases mainly at the Miles Platting Branch in Oldham Road. There had been some little difficulty in obtaining suitable premises in the district, and a shop suitable for a grocer's business was privately advertised for in the Manchester newspapers. John Fitzgerald was asked to make inquiries, and on April 15th, 1899, the present branch was bought for £700 with the addition of the payment of a chief rent of £4 per annum. It was then a boot and shoe shop and prior to that had been a bakery and a bread shop. A friendly intimation of the society's intentions was sent to the Manchester and Salford Society, which, on April 15th, 1899, brought the following reply :—" Our committee have visited the district and are pleased to find that your new branch will be quite within your boundary, consequently we have no voice in the matter. We, however, appreciate the spirit which prompted you to inform us of your desire to extend." When the lease of the occupier had expired

the shop was reconstructed internally by the building department and opened for the grocery business on the date stated. In connection with the event a meeting was held in the Monsall Wesleyan School on October 6th, 1904. H. J. Upham presided, and John F. Allen was the speaker.

On October 19th and November 2nd, 1904, lectures were given in the Co-operative Hall by Mr. Richard Kearton and Professor Bottomley, these being preliminary to an application to the Gilchrist Educational Trust for a course of lectures to be given in the following year. The arrangements were made by a public lectures committee, and the educational committee and the Fails-worth District Council each contributed £7. 10s. towards the cost ; the society also granting the free use of the hall.

The quarterly conference of the Educational Committees' Association was held at Failsworth on December 3rd of this year, when John Fitzgerald read the paper written by W. R. Rae (Sunderland), entitled " How best can Co-operative Societies utilise their Educational Funds, in view of the educational facilities now provided by Municipal and Local Authorities ? "

The educational committee, on January 28th, 1905, held its third annual musical festival.

On February 18th John Fitzgerald, owing to pressure of business, resigned from the Board of the Co-operative Newspaper Society to which he had been elected six years previously. Mr. Fitzgerald, on his retirement, was presented by his colleagues with an illuminated address, and a framed photograph of the members of the Board and the chief officials of the Newspaper Society. " We are conscious of the fact (it was stated in the address) that you have laboured zealously and continuously in the best interests of the paper and of the cause which it has the honour to uphold. By your earnestness of purpose, your fidelity to principle, your strict integrity, and by the courage with which you have, under all circumstances, given utterance to your firm and well-informed convictions, you have always animated and encouraged those who have been privileged to work with you, prompting them to put forth their best efforts to promote the success

of the paper and the usefulness of the society generally."

A great loss was sustained on March 16th, 1905, by the death of *William Watson, the manager, in his 57th year. He came to Failsworth in 1881 and was the fourth to hold the position. Deceased, who had been associated with the movement all his life, possessed many good qualities and was respected by the members, the staff, and the public generally. During his managership the sales had increased from £94,097 in 1881 to £219,104 in 1904. The funeral took place at Chadderton on March 20th, 1905, and was given an official character. Our own society was fully represented and so were all the neighbouring societies and the various organisations with which the deceased had been associated. In 1898 there had been a possibility of losing Mr. Watson's services, he having practically accepted an engagement by another society. Mutually satisfactory arrangements were, however, made whereby his services were retained.

On March 31st, 1905, Enoch Greaves, the secretary, was appointed to the dual position of manager and secretary, and Charles F. Greenhalgh was appointed assistant secretary and cashier.

The "Climax" check system was adopted on April 16th, 1904, but it did not come into operation until June 20th, 1905, when members on making a purchase were required to give their share number, which was written on the check. Meanwhile the members were being informed of the merits of the new system, which was not introduced before careful inquiry had been made into the experience of the Farnworth, Burnley, and other societies which had adopted it. Some of the advantages claimed over the old method were:—

- (1) It is a perfect remedy for discrepancies between the total cash received and members' claims for dividend.

* Mr. Watson was so punctual and methodical that some of the people in the neighbourhood of the Central premises were, it was said, in the habit of setting their clocks by his coming. Years ago there was another person, who should have set a better example, whose habits were equally regular in the way of going to the stores at the last possible moment, and her neighbours always knew when it was closing time.

- (2) The risk attending falsifications is so great—amounting to almost certain discovery at quarter end, if not before—that no attempt has ever been made to alter figures.
- (3) There are no checks to be changed during the quarter, or brought in at the quarter end except in individual cases where errors in posting have occurred.
- (4) Non-members cannot transfer their checks to members.
- (5) Members losing their checks do not lose their dividend.
- (6) There are no outstanding checks at the quarter end.
- (7) It saves the members a great deal of trouble.

The new system was rather more costly to work than the old one and required a special staff, for whose accommodation the old reading-room near the General Offices was utilised.

Occasionally at one or other of the various places of business the society had been troubled by burglars but had never suffered very seriously. Once or twice there was a false alarm. On May 12th, 1904, a young man on his way home late in the evening heard, or thought he heard, the closing or banging of a door inside the Central premises. Going a few yards further he met a policeman, to whom he made known his fears. The officer, in the exercise of his duty, and possibly with visions of promotion, accompanied him to the place, but before doing so obtained assistance of several civilians and the caretaker. They entered and searched the premises thoroughly without result, except that they heard a strange noise in a corner of one of the shops. Happily they discovered that the cause of all the trouble was only the domestic cat, which the man in blue quickly apprehended. However, it was well to investigate, as certain members of the local fire brigade thought on one occasion when they saw the reflection of the moon from some mill windows.

A proposal, put forward by William Jones on April 16th, 1904, that the members' entrance or re-entrance fee be reduced from one shilling to sixpence, led to an

expression of opinion that the time had arrived for an entire revision of the rules. Three months later, on the motion of John Fitzgerald, seconded by Francis J. Warren, it was resolved—"That a committee of seven be elected to revise the rules and standing orders of the society, the committee to consist of three members from the Board of Management and four from the members' general meeting." Walter Jackson, H. J. Upham, J. Fitzgerald, J. Delooze, J. F. Allen, F. J. Warren, and C. Hadfield were constituted the Revision Committee. They commenced their sittings on September 6th, 1904, and held twenty-four meetings. Their proposals, on all of which the committee were by no means unanimous, were submitted at a special meeting of members on February 23rd, 1905. This meeting was also adjourned from week to week. The new rules as finally agreed upon were returned by the Registrar on June 13th, 1905, and came into force immediately afterwards. This was the tenth time in the history of the society that they had been revised. Amongst the changes made, either directly in the rules or in the application thereof, were the following :—

- (1) Rate of interest on shares to be $3\frac{3}{4}$ per cent per annum.
- (2) Maximum of capital, £200 for each member.
- (3) No person shall continue to be a member or receive interest on his or her shares whose purchases from the society do not amount to £2 per quarter.
- (4) Members purchasing goods to the value of £2, but less than £5 per quarter, shall receive $3\frac{3}{4}$ per cent interest on share capital up to £40, and $2\frac{1}{2}$ per cent on all over that amount.
- (5) Members purchasing goods to the value of £5 or over per quarter shall receive $3\frac{3}{4}$ per cent interest on all capital held by them up to £200.
- (6) New members admitted on payment of 6d. entrance fee; and any member withdrawing all his or her shares because of distress to be admitted at the discretion of the committee without charge for re-entry.

- (7) Maximum building advances increased from £300 to £350 in the case of a single house ; and from £500 to £600 in other cases ; no advance to be made upon any property beyond two miles from the society's boundary.
- (8) The issue of half-yearly instead of quarterly balance sheets, which enabled the year to be divided, so far as the trade was concerned, into more equal periods, and removed difficulties in connection with the dividend which were sometimes felt in what were known as the lean quarters of the year.

The standing orders were also revised. Thenceforward candidates for the various delegations must be nominated at the meeting preceding the election, or in writing eighteen days before the time for holding the meeting.

By invitation of the society the quarterly conference of the Manchester District Co-operative Conference Association was held at Failsworth on July 8th, 1905, and was presided over by Walter Jackson. At this meeting Mr. W. R. Rae (Sunderland) read an interesting paper on "The Training of Co-operative Managers," this being followed by an animated discussion.

The educational committee on August 1st inaugurated successful open-air summer evening concerts ; on September 21st boot and shoe repairing machinery was installed at the Newton Heath Branch ; and on September 29th there was commenced in the Co-operative Hall, under the auspices of the Failsworth and District Public Lectures Committee, a course of four Gilchrist lectures by Professor Lewis, Professor Waldstein, Dr. Dallinger (Mr. F. Cawley, M.P., presided at this lecture), and Dr. Andrew Wilson. In 1905, also, the erection of seven dwelling-houses in Evening Street was completed at a cost of £1,655, and shop premises in the same street were bought for £225 and reconverted into a cottage at a cost of £44. This shop was one of a row of cottages erected by the society. It was subsequently sold to one of the members, but it was never anticipated that it would be converted into a shop and used for trade purposes in opposition to the society.

On October 21st, 1905, Walter Jackson somewhat unexpectedly resigned the office of president on the ground of ill-health. The resignation was accepted with regret. The members having requested the committee themselves to appoint one of their own number as chairman until the annual meeting in the following January, the choice fell upon William Hibbert.

The women's guild having applied for an increased grant on the ground that their funds, including their own subscriptions, were quite inadequate for the work they were doing, the proposal was considered on November 2nd, 1905. The educational committee recommended that the amount be increased from £10 to £15 per annum. Charles Hadfield, on behalf of the guild, moved that the grant be $2\frac{1}{2}$ per cent of the society's grant for educational purposes. Ultimately an amendment moved by H. J. Upham to the effect that the amount be increased to £20 per annum was adopted.

There was a discussion on December 20th, 1905, on the subject of direct representation of co-operators in Parliament. The Paisley Co-operative Congress meeting earlier in the year had declared the necessity of co-operators taking a larger share in the legislative and administrative government of the country. A somewhat similar resolution had been adopted by the Perth Congress in 1897, but nothing had resulted therefrom. In compliance with the resolution of the Paisley Congress the Co-operative Union sent out to societies a circular explaining that it would be necessary to establish and maintain a special fund for Parliamentary purposes and inquiring what support might be relied upon. When the subject was discussed at Failsworth, James Turton moved a resolution expressing the opinion "that the time has arrived when it is necessary to take a more active part in the legislative and administrative government of the country, and that this object can be best attained by joining the forces of the Labour Representation Committee." The meeting was adjourned for a fortnight, but during the interval the Co-operative Union abandoned the proposal. However, the debate was resumed on the principle involved. It was of a vigorous character, and in the end the motion was lost by 29 against 22 votes,



CHAPTER XVII.

1906—1909.

HENRY J. UPHAM, PRESIDENT—NO FURTHER INVESTMENTS IN COTTON MILLS—SHOPS OPENED DURING DINNER HOUR—CLOSING TIME ON SATURDAYS—MOSTON LANE BRANCH—COTTAGE BUILDING IN KENYON LANE—FAILSWORTH HOUSE—STAR AND ROCHDALE CORN MILLS AND WHOLESALE SOCIETY—A HANDSOME SURPLUS—UNIVERSITY EXTENSION LECTURES—DAIRY MODERNISED—MINIMUM WAGE FOR EMPLOYEES—COLLECTIVE LIFE INSURANCE—SEPARATION OF WAREHOUSE—LOAN INVESTMENT ACCOUNT OPENED—RECOMMENDS TO CONVALESCENT HOMES—GRAVER LANE BRANCH—FALMOUTH STREET BRANCH—OPPOSITION TO CONCERTS IN MANCHESTER PARKS—GENERAL COMMITTEE'S REMUNERATION—PURCHASE OF PAULDEN'S FARM—THE HOUSE IN CHURCH STREET—PROPOSED BRANCH AT THORP ROAD—DECEASE OF TWO EX-PRESIDENTS—ANOTHER COTTON TRADE DISPUTE—DISTRESSED PERSONS ASSISTED—ADDRESS BY MR. J. R. CLYNES, M.P.—ADDITIONAL STABLES AT HARDMAN STREET—THE SOCIETY ENTERS THE LAUNDRY BUSINESS—WILLIAM STEPHENSON, PRESIDENT.

ON January 20th, 1906, Henry J. Upham was elected president of the society. The other candidates were William Hibbert and John F. Allen.

A junior musical competition was held on February 3rd, 1906, but the results were not such as to justify any further effort of this kind.

In response to an application, the members on February 15th resolved, on the motion of William Hibbert, to

invest £2,000 in the Regent Mill Company for a term of three years. The resolution was only carried by 27 votes against 20. On March 15th it was rescinded, on the ground that the security was not in accordance with the society's rules. This decision was regarded as being, and indeed was, of a very important character.

On March 15th, also, it was resolved, on the recommendation of the committee, to discontinue closing the shops between 12-30 and 1-30. It was explained that, whilst this would be a great convenience to the members, it would be no hardship to the shopmen, inasmuch as they would be relieved for the usual length of time for dinner.

A decision was finally arrived at on April 21st, on the proposal put forward by Frank Lees—"That it be an instruction to the committee of the society that in future all places of business be closed not later than 6 o'clock on Saturdays." In support of the proposition it was argued that many societies now closed at 6 o'clock and had not found it to be any detriment to their trade. The committee opposed the motion on the ground that it would inconvenience a great many members. They also adduced figures to show that on three Saturday nights, taken haphazard, an average of 1,100 checks had been made out on each occasion, and the average receipts in that hour were £150. The motion was rejected by 108 votes against 52.

The formal opening of the Moston Lane Branch took place on May 2nd, 1906. The premises, consisting of grocer's and butcher's shops, were erected on part of the site of 5,136 square yards in Kenyon Lane and Moston Lane (the particular locality being known as Street Fold), the purchase of which was suggested by H. J. Upham, and which was privately negotiated for by John Fitzgerald. This was secured in November, 1903, at an annual rental of £60. The shops and five houses adjoining were designed by Henry Park, and the bulk of the work was carried out by the building department under his control. The cost of the business premises was £1,727. 9s. 2d., and of the five houses £1,606. 17s. 11d.

The opening ceremony was presided over by John Fitzgerald, who, in the name of the society, presented



MOSTON LANE BRANCH.

the president with a key, with which he unlocked the doors. We have previously indicated that prior to the establishment of this branch satisfactory arrangements as to boundaries had been made with the neighbouring Blackley Society.

In 1906-7 twenty-nine houses, in Kenyon Lane and Ivy Street, were erected on the land remaining by Thomas Whitehead, of Failsworth, from the designs of A. H. Walsingham. The total expenditure on these houses was £7,162.

On May 17th, 1906, the committee recommended that Failsworth House, opposite the Central premises, and the land adjoining be purchased for £900, together with the payment of annual chief rents of £6. 2s. 11d. and £4. This would have given the society possession of all the land in Hardman Street between Oldham Road and the railway. The proposal found little favour with the members, and it was adjourned *sine die*, which really meant its rejection.

The announcement that the Star Corn Mill,* Oldham, had begun working under the auspices of the Co-operative Wholesale Society on April 2nd, 1906, came as a satisfactory conclusion to a matter which had been the subject of controversial discussion for several years. "It now shines as one in the C.W.S. constellation," said the

* The Oldham Star Corn Millers' Society was founded in 1868, the promoters being chiefly members of the Oldham Industrial and the Oldham Equitable societies who were dissatisfied with the absence of dividends—in fact, by the making of losses—by the Rochdale Corn Millers' Society. The Star Mill began business in 1870, and, as its producing power was considerably more than the Oldham stores consumed, the support of other societies and of private traders was sought and obtained. On November 28th, 1889, the mill was completely destroyed by fire. Curiously, "the directors were at the time holding their usual meeting in the offices, and had just passed a resolution deciding to close the mill on Saturday for the funeral of their late manager when the information was brought to them of the outbreak of the fire. The mill flag was hoisted half-mast, and was at half-mast until it fell with the roof." A new mill was erected and commenced working on October 21st, 1891, the ceremony of starting the machinery being performed by Mr. James Lownds, the chairman, in the presence of several hundred delegates from co-operative societies.—B. JONES, *Co-operative Production*.

Co-operative News. In 1900 the Co-operative Wholesale Society contemplated the erection of a corn mill in the Manchester district in order to meet the ever-growing requirements of their trade, which was compelling them to buy largely from outside sources. The proposal was regarded with favour, but the possible risk of *unfair competition with existing co-operative flour mills was apprehended. These mills had been established with co-operative capital and were almost entirely owned by co-operative societies. This danger was nowhere realised more strongly than at Failsworth, and therefore, whilst the members were in favour of the erection of a corn mill, they considered that the existing co-operative flour mills should be purchased by the Wholesale Society. But the Directors of the Star Corn Mill, who had just (1903) expended £6,000 in improving the machinery, were not desirous of selling the mill. "Its past successes, together with its exceptional prospects for the future, hardly encourage a desire for sale," they said. They recognised, however, that this was a question for the shareholders to decide, and accordingly a shareholders' meeting was called. This was held on March 17th, 1904, when the Failsworth delegates voted in favour of negotiations being opened with the Wholesale Society. These negotiations were long drawn out. Eventually the Wholesale Society offered £60,000, together with a valuation of the stock, &c. This was considered to be equal to about £63,000, or something like 33s. 3d. per £1 share. A special meeting of the Failsworth Society was held on August 3rd, 1905, when, on the motion of H. J. Upham, seconded by J. Fitzgerald, the delegates to the Star Corn Mill were instructed to vote in favour of its acceptance. The shareholders' meeting took place on August 5th, 1905, when the offer of the Wholesale Society was accepted by 190 votes to 84. This did not give the requisite three-fourths majority, so the proposal was not adopted. Many of those voting against it considered that the offer was not high enough. The Wholesale Society declined to increase it, but refrained from absolutely putting an end to the negotiations. Wiser

* The Failsworth Society has always strenuously opposed competition within the movement.

counsels began to prevail, with the result that at another special meeting at the Star Corn Mill on October 28th, 1905, the offer of the Wholesale Society was accepted by 242 votes against 11. The purchase was approved at the meeting of the latter society on December 16th, 1905. The satisfactory termination to the negotiations was celebrated by a tea party in the King Street Co-operative Hall, Oldham, to which the shareholders and delegates were invited. The employés were also entertained on another day. The sum of £107. 17s. 7d. was expended on these functions, and one of the delegates thought it was a lot for a tea party. "Ah! but it wur worth it," said another delegate; "it wur champion!"

The final meeting of the delegates to the mill was held on June 23rd, 1906. It was then reported that there was a surplus of 16s. 2d. on every £1 share. The Failsworth Society, besides having the loan capital of £1,443 repaid, received on account of their share investment of £3,865 no less a sum than £6,989. 4s. 2d., which meant a "profit" of £3,124. This was, on August 16th, 1906, finally allocated by the members as follows:—£1,210 in shares and £2,700 in loans in the Co-operative Wholesale Society; £1,500 added to the Reserve Fund; £1,000 added to the Insurance Fund; £167 to depreciation of coal wagons; £56 to depreciation of Church Street and Green Street property; and £356. 4s. 2d. to depreciation of land and property at Thorp Road.

The Wholesale Society also bought the Rochdale Corn Mill, which for many years had had a chequered career. Failsworth had £69. 17s. invested in this mill, and received back this amount less £8. 3s. 8d., which was made up out of the Reserve Fund.

Negotiations were likewise opened with the Yorkshire co-operative mills, but terms could not be agreed upon. After the Wholesale Society had acquired the mills at Oldham and Rochdale they purchased the Sun Flour Mills in Trafford Park, and commenced working the latter on May 16th, 1906.

In July, 1906, Samuel Leah resigned the editorship of the *Messenger*, owing to his impending removal to New Zealand. The posts of editor and reporter were then combined, on the recommendation of the educational committee.

A course of six Oxford University Extension Lectures on "Nature Study" was commenced on September 12th, 1906, by the Rev. E. C. Spicer, M.A., F.G.S. The arrangements were again made by the "Failsworth and District Public Lectures Committee."

On October 20th, 1906, authority was given to the committee to reconstruct the dairy and equip it with a cooling plant at a cost of £600.

On December 20th, 1906, the propriety of holding the quarterly meetings, like the monthly meetings, on Thursday nights instead of Saturdays, was under consideration. William Stephenson had given notice of his intention to move that the change be made, but he did not proceed, it having been represented to him that it would prevent many members from attending. At one time the monthly meetings were also held on Saturday nights. Some years previously Matthew H. Kenyon had unsuccessfully endeavoured to have the quarterly meetings held on some evening other than Saturday.

An important principle was decided upon on January 19th, 1907. Charles B. Bailey had given notice to move—"That we pay a minimum wage of 25s. per week to all male employés of twenty-one years and upwards." This had been anticipated by the committee, who had received a letter from the Failsworth Branch of the Amalgamated Union of Co-operative Employés asking that each male employé on attaining the age named should receive a minimum of 24s. per week. In all co-operative societies, the letter proceeded, the Failsworth Society was looked upon as an ideal society for its employés, with regard to working conditions, &c., and the hope was expressed that they would maintain such a reputation.

The committee earlier in the month had been making their usual annual review of the wages list, and then decided to recommend the members to comply with the request. The committee's recommendation was approved, and afterwards there was a discussion on Mr. Bailey's motion, which was not, however, adopted, and perhaps not seriously pressed under the circumstances.

On January 30th, 1907, the subject of collective life insurance was discussed at the meeting of the educational

committee's discussion class, when the scheme of the Co-operative Insurance Society was explained by S. P. Leah, one of its representatives. This scheme provided for co-operative societies contributing one penny on every pound of its sales, which amount assured all the members' lives, the payments at death being in proportion to the average purchases during a term of years, which term varied according to the age at death. This payment would, it was stated, mean to the Failsworth Society an annual sum of £946, or about equal to a penny dividend. Arguments were adduced for and against the scheme, and perhaps the strongest objection was that, as people got older, no matter how loyal they had been, and as their purchases unavoidably decreased, the benefit became smaller.

At the members' meeting on February 21st, 1907, the recommendation of the committee—"That we cannot see our way at present to adopt the Co-operative Insurance Society's method of collective life assurance," was adopted, though not unanimously.

The separation of the warehouse from the Central Grocery Branch—a subject of internal arrangement which had been discussed on many occasions—was decided upon at this meeting, the estimated cost being £200. Expression was, however, given to the feeling that, whilst the separation was desirable, larger warehouse accommodation would have to be provided elsewhere in the future.

The educational committee on May 25th, 1907, ran their first long distance excursion, when 800 people had an enjoyable day in London.

On July 20th, 1907, a loan account was opened for the benefit of those members who were fortunate enough to have at their disposal more than they were permitted to invest in the society, and who were desirous of having it utilised in the movement. The interest was fixed at 3 per cent per annum, and it was decided that such deposits should not be utilised for the society's own trade purposes, but invested with the Wholesale Society.

A series of six introductory Oxford University Extension Lectures, by the Rev. W. Hudson Shaw, M.A., on "The

Life and Teaching of John Ruskin," was commenced on September 25th, 1907. These lectures, unlike those in the preceding three years, were entirely under the auspices of the educational committee.

On November 21st, 1907, it was almost unanimously resolved to increase the annual contribution to the North-Western Co-operative Convalescent Homes Association from £45 to £100, and that recommends be given free to any member, and husband or wife of a member; only one recommend to be given in a family in any one year. This contribution of £100 would, it was stated, place eighty recommends at the disposal of the committee every year. The original method of distributing recommends had been considered by some of the members as being unnecessarily restricted, and so the scope, as the result of a motion by F. Alcock, had been extended so as to include all the member's family. But experience had proved that this was too wide. It was suggested that recommends should not be granted in cases where the applicant could afford to go at his or her own expense, but the committee declined to accept the responsibility of deciding. "We want the fact to be established," said the president, "that by paying sixpence entrance fee and becoming a member of the society you are entitled to a recommend."

With the object of giving some relief to the Daisy Bank Branch, 4,077 yards of land, with a frontage to Graver Lane, Clayton Bridge,* were early in 1907 leased for 999 years, the chief rent being £24 per annum. During the following year grocer's and butcher's shops and houses were erected on the front portion of the site in Graver Lane by the building department, from the designs of Messrs. Ashworth and Morris. The land at the rear was

* A branch somewhere in this district had been contemplated for several years. On November 4th, 1901, it was agreed that the River Medlock should be the dividing line between the Failsworth and the Droylsden societies, and on May 19th, 1902, a revised agreement with the Droylsden Society was adopted, which provided for the erection by the Failsworth Society of a branch at Clayton Bridge, and the Droylsden Society agreed not to come within three hundred yards of the said Clayton Bridge. The agreement was signed for the Failsworth Society by Charles Hadfield and Walter Jackson.



GRAYER LANE BRANCH.

reserved for the erection of somewhat smaller houses at some future time. The cost of the shops was £2,543 and of the houses £1,400.

The premises were formally opened on Saturday afternoon, December 21st, 1907, by George Sudren, who received a silver key at the hands of Joseph Swindell, who presided on this occasion. The usual tea party in celebration of the opening was held in advance in the Culcheth Schools on November 30th, 1907, it having been anticipated when the arrangements were made that the branch would have been completed by that date.

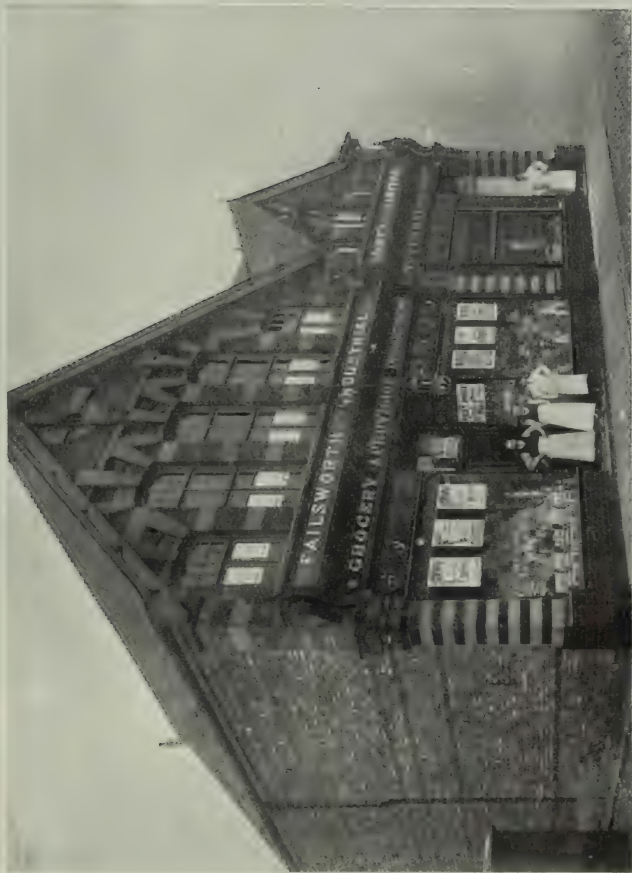
Early in 1905 the committee, having regard to the extensive cottage building in Hulme Hall Lane, thought it prudent to look out for a site in that neighbourhood. Inquiries were made by H. J. Upham, the president, and these resulted in the acquisition of a site of 556 square yards on payment of an annual chief rent of £12. 10s. The site was not transferred to the society until about eighteen months afterwards. Some of the members who had removed into that locality were very pressing in their desires for something to be done immediately, but it was not until April 20th, 1907, that the members were asked to approve of an expenditure of £1,500 on the erection of grocer's and butcher's shops. This work was also done by the building department, with the assistance of sub-contractors for certain trades. The buildings, which are in striking contrast to their surroundings, were designed by A. H. Walsingham. They were opened on May 9th, 1908, by Enoch Greaves, the general manager, in the presence of a large number of people, many of whom were attracted by the most imposing "May Day" procession the society had ever arranged, and which had been timed to pass the branch just prior to the opening ceremony. After a speech from the president, Mr. Greaves was presented by the architect with a gold watch, suitably inscribed.

The occasion was not celebrated by a tea party, there not being any school or public building in the neighbourhood.

The actual expenditure on this branch was £2,457.

"The attitude of the Manchester Corporation Parks

Committee in regard to the application of the Failsworth Co-operative Society to hold a meeting in one of the local parks has caused the whole of the Manchester societies to fall into line, and what is now a local movement will easily become a national one if the Parks Committee persist in their refusal," said the *Failsworth Co-operative Messenger* of February, 1908. The educational committee had applied to the Parks Committee of the Manchester Corporation to hold a concert and meeting in Brookdale Park, Newton Heath. A similar application had been made and acceded to in the previous year, but owing to bad weather the concert was held in the Culcheth Schools. But in the second year the application, which was opposed by the Manchester, Salford, and District Traders' Defence Association, was only partially acceded to, speeches being prohibited. On December 4th, 1907, at the meeting of the City Council, Councillor Tom Fox, in moving that the minutes be referred back for consideration, said: "He thought this question of free speech to all sections of the community had been settled in Manchester. Who were the people to whom this restriction was going to apply? They had in the Manchester district—he was speaking of the retail section—no less than 60,000 citizens who were co-operators. He said it advisedly that these were the cream of the artisan classes; doing something for themselves which they believed they could do very much better for themselves. These people had a share capital of £750,000, and did a trade in 1906 of a million-and-a-half sterling. In addition to that they had here in Manchester the great Co-operative Wholesale Society, which last year had a turnover of nearly twenty millions sterling. These co-operators, who were refused the right to express their opinions, expended thousands of pounds of their own money on educational matters in Manchester. It was also well known that they were large subscribers to the various charities throughout the length and breadth of the city. If they were going to close the mouths of co-operators, whose turn would it be next? They comprised members of all religious denominations and all phases of political thought. They were citizens of Manchester, and large taxpayers, and why they should be debarred he could not understand."



FALMOUTH STREET BRANCH.

Alderman Sir W. H. Vaudrey seconded the amendment, which was adopted.

On January 17th, 1908, a deputation organised by the Co-operative Union, and representing the whole of the co-operative societies in Manchester (Failsworth being represented by H. J. Upham and V. Hibbert), had an interview with the Parks Committee. The deputation was introduced by Councillor James Johnston, and the speakers included J. C. Gray (secretary of the Co-operative Union), H. J. Upham, and H. C. Pingstone (Co-operative Wholesale Society). The Parks Committee afterwards received a deputation from the "Traders' Defence Association." The committee, on January 31st, 1908, decided to grant the required permission, subject to the regulations contained in the bye-laws. This decision was confirmed at the meeting of the City Council on February 5th, 1908. The concert was held in Brookdale Park on June 23rd, 1908. H. J. Upham presided, and, very appropriately, the speaker was Councillor Tom Fox.

On January 18th, 1908, William Hibbert introduced a proposal for an increase in the general committee's remuneration, and, after some discussion, this was increased from £2. 10s. to £3 per member per quarter.

The society had gradually in the course of years become large buyers of cattle and sheep and owners of a large number of horses. Consequently, the lack of some agricultural land and suitable buildings within reasonable distance for grazing purposes and for other uses had been the cause of great inconvenience and expense. True, they occupied a couple of fields in front of Failsworth Lodge, opposite the Central premises, but these were not of much use. For a long time the committee's efforts to secure such a place did not meet with success, for various reasons. There did once seem a prospect of buying Willows Farm at Jericho, but the proposal had to be abandoned because of the setting up of certain rights of way which would have interfered with the utility of the farm. But at last some progress was reported. On May 21st, 1908, the members confirmed a provisional arrangement made by William Stephenson on behalf of the society to buy outright what was known as "Paulden's



THE SOCIETY'S FARM.

Farm," Failsworth, containing twenty-five acres, and the buildings thereon, for the sum of £6,000. On July 18th, 1908, it was also agreed to buy two houses and 2,061 square yards of land adjoining, in Lord Lane, for the sum of £400.

Up to the time of these pages going through the press the committee had not formulated a scheme for using or developing the farm. This will come in due course. The probabilities are that within a short time a portion of the fringe of the land will be reserved for cottage building. But whether they will become dairy farmers, and supply themselves with some part of the milk, butter, cheese, and eggs which the members are constantly requiring, is matter for future consideration.

On May 21st, 1908, the large house in Church Street, Newton Heath, at one time used as a Liberal Club and known years ago as the home of the Newton Heath Mechanics' Institute, and situated at one corner of the triangular site on which the Newton Heath premises were erected, was, through the instrumentality of James Heywood (a member of the general committee), bought for £550 and the payment of an annual chief rent of £6. 13s. 7½d. The committee had long been desirous to secure this property, in order to avoid possible complications whenever extensions at Newton Heath were carried out, but hitherto the price asked had been considered excessive. How best to make use of these premises until they are required for business purposes is another matter upon which a decision has not yet been arrived at. At the time the purchase was under consideration it was humorously suggested that the house contained a good wine cellar. For some two or three years the establishment of a social club for recreative and educational purposes had been persistently put forward, but by a large majority the members declined to consent to such a scheme.

The educational committee, on June 13th, 1908, promoted another successful long trip; 600 people visiting Edinburgh on that occasion.

When the Newton Heath Branch was opened, in 1898, it was thought desirable to obtain a site as near as possible

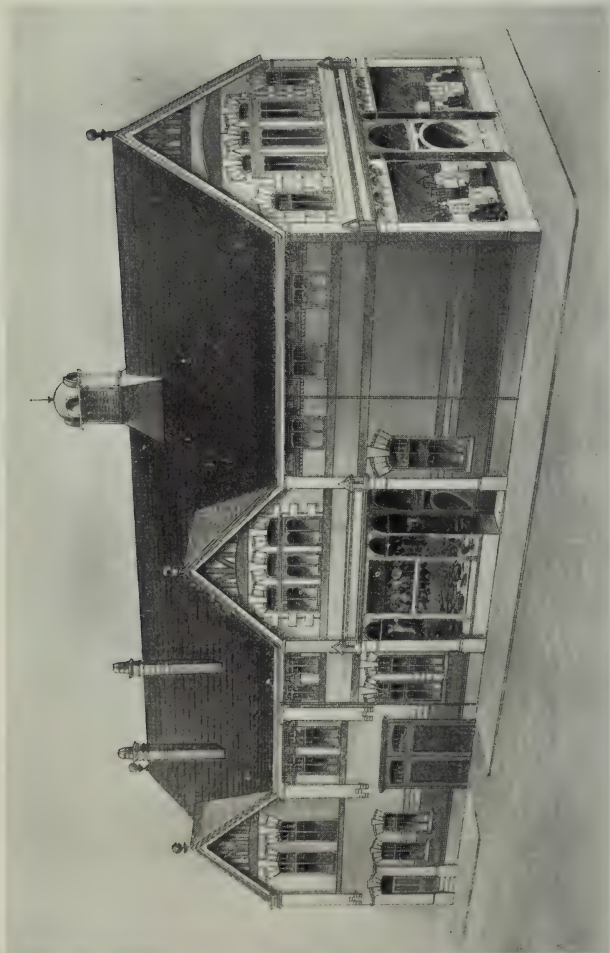
half way between the Newton Heath and Oldham Road branches, and so be prepared for the closing of the Wellington Street Branch, the lease of which is rapidly coming to an end. And so, on May 18th, 1899, land and buildings at the corner of Thorp Road—the land containing 1,033 square yards and the buildings consisting of three houses—were bought for £2,400, with the addition of a chief rent of £5. 17s. 2d. The Corporation required 42 yards of the land for improvements in Oldham Road, and they had 94 yards to dispose of in Thorp Road. This was bought by the society, who paid £156 for the net 52 yards.

On July 18th, 1908, the plans of grocer's and butcher's shops and one dwelling-house, drawn by A. H. Walsingham and estimated to cost £2,500, were approved at the members' meeting, and subsequently sanctioned by the Manchester Corporation. The new buildings are to be erected on the vacant land at the corner of Thorp Road and Oldham Road. When the plans were under discussion it was suggested that it would be advisable to erect a hall in that locality. It was, however, hinted that it was hoped some time to provide one adjacent to the Newton Heath premises.

A course of six Victoria University Extension Lectures, the arrangements of which were again entirely in the hands of the educational committee was commenced on September 23rd, 1908. On November 5th the committee took over the responsibility for the preparation and issue of the almanac, which, whilst being of great utility, had not in the past, in the opinion of some of the members, been sufficiently ornamental.

The society in 1908 had to lament the death of two of its ex-presidents, Alfred Pollitt and Adam Percival.

Alfred Pollitt died on July 18th. He was born in 1840, in the last house in Newton Heath (the row of cottages was pulled down many years ago), opposite Dob Lane Chapel, with which he was associated all his life, and where his remains were interred on July 22nd, 1908. His father, John Pollitt, died in 1851, eight years before the society was established. It was in John Pollitt's house where some of the meetings were held which led to one



BRANCH IN COURSE OF ERECTION AT THORP ROAD.

of the primitive attempts at co-operation in Failsworth before 1859. Alfred Pollitt became a member of the society in 1865. In July, 1882, he was elected a district member of the committee, and sat continuously until July, 1897. He was again elected in July, 1900, and retired in July, 1902. From February 4th, 1888, to January 16th, 1892, he was the president of the society. On the death of Emmanuel Hibbert, in 1895, Mr. Pollitt was unanimously selected as the society's candidate for the vacancy on the committee of the Co-operative Wholesale Society, but was unsuccessful, and withdrew his candidature two or three years afterwards. Owing to his removal to Southport in order to recover from a serious illness, his membership was broken, but on returning to the district he rejoined the society, and resumed his interest in its affairs.

Adam Percival died on October 1st, 1908. He was born in Newton Heath in 1843, and joined the society on June 1st, 1868, after he had been married. He was elected a member of the committee in 1872, and was president of the society from 1880 to the middle of 1887. In 1883 Failsworth unsuccessfully nominated Mr. Percival as a candidate for the Central Board of the Co-operative Union. He was, however, elected at the Derby Congress in 1884, from which time to his death he retained the position, being generally re-elected without a contest. In later years his work was mainly in connection with the Propaganda Committee, whose duties were to assist in establishing new societies or branches of existing societies up and down the country. Years ago Mr. Percival served with Mr. E. Vansittart Neale on the committee delegated to make a selection out of the papers submitted to them to be read at Congress. Nowadays, certain gentlemen are specially invited to write papers. In 1905 the portrait of Mr. Percival and his colleagues on the Central Board was presented to the Failsworth Committee by some of its members, and it now adorns the walls of the board-room.

Mr. Percival at various times represented his own society at Congress, and was elected year after year as one of the delegates to the Wholesale Society.

The funeral, on October 5th, 1908, was attended by

many representative men in the co-operative movement, and also by members of the Failsworth Society's general and educational committees.

There was another great dispute in the cotton trade in 1908, and the society once again came forward to assist those who were in distressed circumstances. On July 3rd of this year the employers suggested a 5 per cent reduction in wages. The various sections of the operatives declined to agree to this reduction, with the result that on September 19th they were locked out. At the members' meeting on October 17th the committee were authorised to expend £250 out of the Reserve Fund and also to assist non-members. A sub-committee, consisting of H. J. Upham, J. Heywood, J. Swindell, J. Clough, and Joe Smith, was appointed to sit at the Central premises to deal with cases in the higher portion of the district, and another sub-committee, consisting of William Stephenson, G. Sudren, A. Park, C. Hadfield, and J. Hollingworth, was deputed to deal with the applicants in the Miles Platting district. The sub-committees first met on October 26th. On this occasion the Co-operative Hall was crowded, and the sub-committee did not finish their labours until two o'clock the following morning. The scene was thus described by Mr. James Haslam in the *Co-operative News*—

I had a look in the large hall, in which these temporary victims of poverty had assembled. They were mostly women wearing shawls, and still bearing on their anxious faces the traces of the factory labour. There were two or three hundred of them, and behind them were others who could not get into the room, but who, no doubt, were in want of food and warmth. It was a damp, drizzly night—a night which always gives a dreary and depressing aspect to a Lancashire manufacturing town. The applicants were all ages. Some were young women, unmarried; others had just entered the sacred state of motherhood, and they, in some instances, had brought their babies with them; others were middle-aged and elderly women, who had in some cases a son or a daughter dragging at their skirts. I took particulars of the first hundred cases that came before the president and his colleagues. I took the particulars, and I wish that I could reproduce them here just as they are. I am sorry that space forbids, because nearly in every instance the case was one of a hard-working family having been deprived of its total family income.

"Not a penny piece coming in," came from one applicant after another.

"Oh, dear, I'm ashamed o' comin' here, gentlemen," said one elderly woman, who was exceedingly clean and respectable in her poverty. "I've never done owt like this afore, an' ne'er want to do agen."

"Oh, well, you mustn't be ashamed," said the president; "there's nothing whatever to be ashamed of."

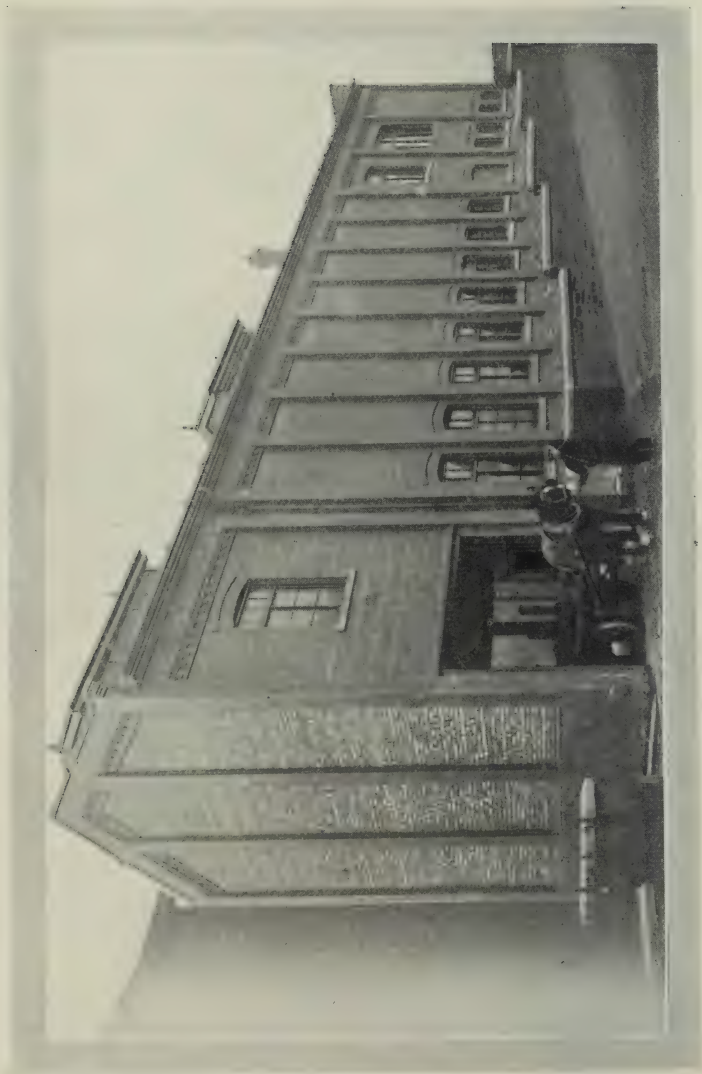
"But it's hard, gentlemen," she said. "There's four on us a-whoam, an' we've on'y eight shillin' a wik comin' in for union pay. My husbant's deead! I've eight shillin' a wik comin' in, gentlemen, an' I pay 4s. 6d. for rent, an' there's 3s. 6d. left for four on us!"

Ah, but I've many worse cases than that even in my list. Women came in with babies asleep underneath their shawls—women who told their story, and then wept. And what compassionate stories some of them were. They came one after another showing in every case that the husband was out of work; showing in many instances that there was not a half-penny coming into the house, although there were from two to seven children, as the case may be; showing that most of them were non-unionists, and had therefore no strike pay; showing that the strike allowance was altogether inadequate to provide food—in most cases it did not more than cover the rent and the price of coal. But every story bore a shrill note of despair, some of the details being pathetic in the extreme.

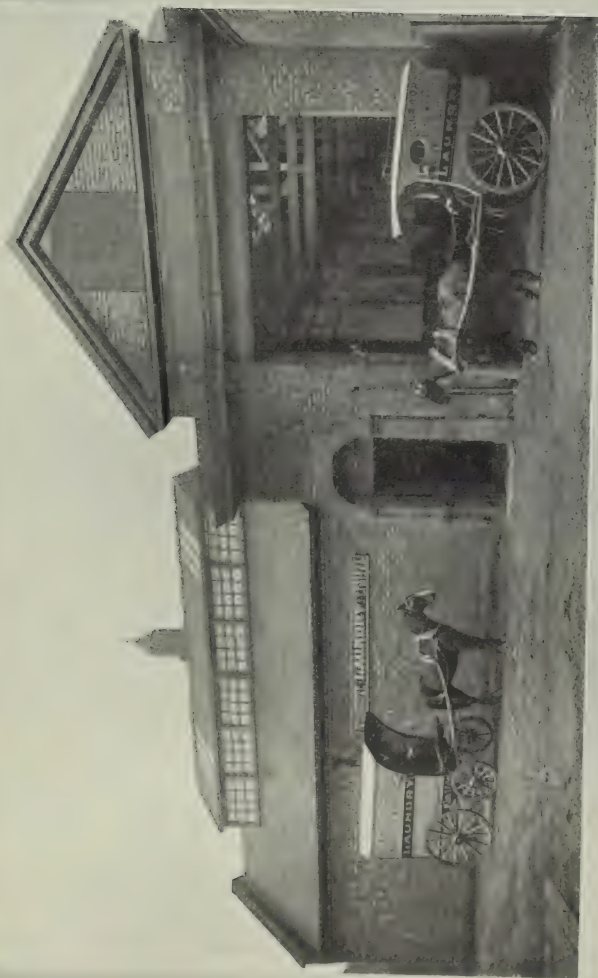
Mr. Haslam's articles in the *Co-operative News* and the *Manchester Guardian* resulted in anonymous contributions of £5 and £1 being sent to the secretary of the Failsworth Society.

The dispute was settled and work resumed in the mills on Monday, November 9th, so the sub-committees did not sit after that week. The number of cases assisted was 2,166, at a cost of £280.

Mr. J. R. Clynes, the member of Parliament for North-East Manchester, was the speaker at the society's annual tea party in the Co-operative Hall on November 14th, 1908, and in the course of a general review of the co-operative position, claimed for co-operation, by what it had accomplished so far, that it stood as a most remarkable and significant feature of the industrial development of the past fifty years in this country. Had there been no co-operation to help the people to spend their wages to the best advantage, just as trade unions helped people to get the best wages they could for their labour, he thought they might safely conclude that the position of the people



THE STABLES, HARDMAN STREET.



THE LAUNDRY.

in their homes would be far worse than it was at the present moment. There were nearly two-and-a-half million members of co-operative societies, possessing share capital, apart from loan capital, of over thirty-two millions. The sales were over one hundred millions yearly, and the profit exceeded twelve millions. Those twelve millions, instead of going into the pockets of private employers or shareholders, went back into the homes of the people who were its members or had assisted these societies in further strengthening, perfecting, and extending the co-operative movement throughout the country.

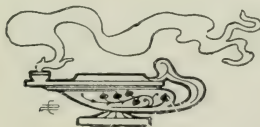
Overhead stables for eighteen horses, and a cart-shed below, in Hardman Street, Failsworth, and adjoining the existing stables, were brought into use on November 28th, 1908, when the horses and lorries engaged in the coal department vacated the temporary wooden stables behind the Newton Heath premises for their new quarters. This extension was sanctioned on November 21st, 1907. The plans for the buildings were prepared by Mr. A. H. Walsingham, and the work was carried out by the building department under the direction of Mr. Cleasby, the foreman, with the assistance of sub-contractors. The cost was over £2,000.

Later in the day the whole of the society's carting staff had tea with the committee in the Lecture Hall at the Central premises. The men were briefly addressed by Mr. H. J. Upham, the president, who stated that the society had progressed wonderfully during the past few years, and a great deal of it could be attributed to the coal department. Eighteen years ago their coal trade was about 20 tons per week, and it had now grown to 500 tons per week. In 1893 their coal trade amounted to £4,143, and in 1908 it was over £20,000. (Applause.)

The principal event of 1908 was the decision on November 19th to enter into the laundry business. This was a matter which had been receiving the attention of co-operative societies for some time, and there were several co-operative laundries which were being successfully worked. William Stephenson, a member of the general committee, in a communication which appeared in the *Failsworth Co-operative Messenger* in March, 1908,

suggested that Failsworth should follow their example. This was a new idea to the majority of the members, and in the ordinary course of events years might have elapsed before its realisation. It became known, however, some six months afterwards, that the largest laundry in the district could be purchased, and after due inquiry and investigation it was agreed to purchase, as a going concern, the Premier Laundry, Newton Heath, and all the buildings on the site, covering an area of 4,750 square yards, for £5,000, a portion of the land being subject to a chief rent of £45. 19s. 3d. per annum. The buildings were erected by the Manchester Carriage and Tramways Company for the accommodation of their horses and cars, and only a portion was used for the purposes of a laundry at the time of the purchase; the remainder being let to tenants and bringing in a revenue of £116. 6s. per annum. The buildings are near to the Newton Heath premises, and have access from Church Street and Mitchell Street, Newton Heath, and, in addition, have a frontage to the Rochdale Canal. The purchase was completed on December 24th, 1908, and the following week the laundry commenced working under the auspices of the society.

At the members' annual meeting on January 16th, 1909, there were two candidates for the position of president vacated by Henry J. Upham, viz., William Stephenson and William Hibbert. The attendance exceeded any previous "largest on record," and William Stephenson was elected to preside over the society's proceedings during the Jubilee Year of 1909.





CHAPTER XVIII.

CONCLUSION—EMPLOYEE'S SICK CLUB—AMALGAMATED UNION OF
CO-OPERATIVE EMPLOYEES—STATISTICS FROM 1859 TO 1908—
DEPARTMENTAL AND BRANCH MANAGERS—OFFICERS FROM
1859 TO 1908.

OUR account of the rise of the society in 1859 and of the various developments during the intervening fifty years is here brought to a conclusion.

There have been occasional set-backs, chiefly due to the periodical depressions in trade. There have also been times of exceptional expansion which have more than compensated for any retrogressions.

When we take a general survey we find that the progress of the society has been continuous and in some respects remarkable. This is clearly shown by the following figures :—

Year.	Sales.	Interest.	Dividend.	Share Capital.	Number of Members at end of Year.	Grant for Educational Purposes.
	£ s. d.	£ s. d.	£ s. d.	£ s. d.		£ s. d.
1859 (three quarters)	1272 18 10	3 17 0	17 5 4	235 15 6	48
1869	28265 2 1	421 14 4	2030 2 3	9881 14 10	755	35 9 7
1879	83573 1 1½	1872 0 11	10104 7 11	41729 1 11	3355	194 15 11
1889	112664 9 4½	3130 11 1	12724 0 0	65500 9 7	4008	341 9 3
1899	202708 14 5	4460 6 7	28119 6 0	112286 3 10	6240	728 0 2
1903	265703 1 8	5280 5 11	39324 5 7	150468 15 9	9399	971 12 3

Total from 1859 to 1908—Sales, £5,341,486. 10s. 6¾d.; Interest, £121,016. 13s. 11½d.;
Dividend, £685,589. 4s. 6d.; Educational Grant, £17,318. 16s. 1d.
Total Advances in Building Department, £50,819. 10s.; Number of Borrowers, 173.

Tributes to the founders and early members of the society have from time to time been paid from our own co-operative platforms by later generations. These men could hardly lay claim to the possession of any great intellectual ability, but fifty years' experience has proved that they built on a sound foundation.

With the growth of the society any new problems arising were settled on right lines. Men played their parts and disappeared from the stage, to be followed by others who built the superstructure well. From 1859 down to the present time there have been a succession of able, single-minded men at the head of affairs, under whose careful, cautious, and capable direction the society has grown to its present great dimensions.

A society which has distributed amongst its members no less a sum than £685,589 as the legitimate profits of trade can at any rate claim to have had some little share in easing the burden of, and in the improvement of the industrial conditions during the last fifty years. Whatever else it has done or attempted to do, it cannot be denied that it has exerted a tremendous influence in doing away with the "shop book." It has provided means for enabling the members to invest their savings and in various ways has encouraged thrift, thereby creating and extending a spirit of independence and self-reliance. It stands for honest selling and also for honest buying. It does not hold the view that human service is a mere commodity to be bought as cheaply as possible like other things in the market; it believes in the proper payment of labour and good conditions for everybody employed, and therefore rightly expects good service in return. In a wider sphere, by its support of co-operative productive concerns, it stands for a living wage to the producer and the abolition of sweating; and to the extent that it is supported by its own members, to that extent will it be able to carry out that principle.

It has done some little, directly and indirectly, towards improving the housing conditions of the people, and it will do more in that direction. For more than thirty years it has set an example in assisting institutions founded for the alleviation of human suffering, and it has

taken a leading part in the establishment and maintenance of convalescent homes for all who are in the co-operative movement. In times of local distress the society has shown a true brotherly spirit and has assisted those in want. For many years it has unselfishly expended large sums of money annually in improving and extending the educational and social advantages of the people. In many and various ways it has been abundantly demonstrated that the aim and the object of co-operation is to elevate and not to degrade, to build up and not to pull down, and to seek by peaceful and voluntary means to improve the condition of the masses of the community.

Employees' Sick Club.

The Failsworth Industrial Society Employés' Sick and Savings Club, as at present constituted, was formed in February, 1891. It matured out of a friendly society then in vogue, the chief object of which was to arrange pleasure parties, &c. The idea of a sick and savings club was first brought to the notice of the employés by the existence of such organisations in neighbouring societies. The first officials were:—J. T. Wrigley, president; E. Greaves, treasurer; C. F. Greenhalgh, secretary; G. Butler, R. Travis, T. Harrison, W. Walmsley, and J. Heywood, committee. It is worth noting that all are still in the employ of the society, with the exception of James Heywood, who is a member of the general committee. At the outset the number of members was 80, whereas it is now 160. C. F. Greenhalgh held the office of secretary until 1905, when he was succeeded by W. Badrock, who left the employ of the society in 1908. The association has assisted in obtaining many advantages for the employés, including reduction in working hours and the extension of the annual holidays. It is also the medium whereby collections are made for any deserving case, such as when an employé has been ill for a long time; it attends to Hospital Fund collections, promotes the annual trip and soirée, and looks after the interests of the employés generally. The present officers are:—G. Butler, president; C. F. Greenhalgh, treasurer; W.

Hulme, secretary : W. Ball, T. Harrison, T. Farrell, W. Aldred, and H. Cleland, committee ; P. Hibbert and R. Jackson, auditors. The bulk of the surplus funds are divided every year the week before the annual picnic.

Amalgamated Union of Co-operative Employees.

On October 21st, 1890, a conference of employés and committee-men was held under the auspices of the Manchester District Co-operative Association (in connection with the Co-operative Union) in the Co-operative Hall, Failsworth. From this conference great results have sprung. A paper entitled "Co-operative Employés' Associations" was read by Mr. A. Hewitt, who was at that time employed in the printing office of the Co-operative Newspaper Society, and a small committee was formed to arrange for the starting of an association of employés of the societies in the Manchester district. The ultimate result was the formation of the Manchester District Co-operative Employés' Association, the name of which was soon afterwards changed to the "Amalgamated Union of Co-operative Employés," which has, at the present time, 600 branches in all parts of the country, nearly 26,000 members, and a reserve fund of about £35,000. Failsworth may thus be said to have been the birthplace of this institution. A branch was formed here as soon as the Union was commenced, but was never well supported, and after a lingering existence of some years, eventually died out. In 1906 a meeting was held in the Failsworth Co-operative Classroom at the Central premises, when Mr. H. J. Upham, who was then president of the society, took the chair, and the result was that a new branch was founded with a membership of 47, which at the end of 1908 had increased to 76.

The present officers of the branch are as follows :— G. Butler, president ; F. Smith, vice-president ; W. Hulme, treasurer ; Messrs. Aldred, Dewhurst, Ball, Hammond, and Windle, committee ; Messrs. Travis and Jackson, auditors ; Messrs. Clelland and Aldred, sick visitors ; T. Whitehead, secretary.

Progress of the Society from its commencement to the end of the Year 1908.

Year.	Sales.		Interest.		Dividend.		Share Capital at end of year.		Average Quarterly Dividend.	Educational Grant.		Number of Members at end of year.
	£	s. d.	£	s. d.	£	s. d.	£	s. d.	s. d.	£	s. d.	
*1859....	1,272	18 10	3	17 0	17	5 4	235	15 6	0 6½	48
1860....	3,563	10 10	15	9 4	52	7 1	360	5 4	0 11
1861....	4,098	2 4	19	13 4	129	15 0	693	14 1
1862....	4,825	14 7	30	2 6	141	14 8	706	11 4
1863....	6,774	9 0	40	1 7	365	5 4	1,349	14 1
1864....	8,497	3 3½	76	1 11	439	14 2	1,753	4 3
1865....	10,000	7 5½	91	13 5	582	2 2	2,286	5 10
1866....	16,615	16 0	137	0 10	1,132	9 10	3,703	1 10
1867....	20,874	7 3	223	9 7	1,428	13 4	5,544	3 3
1868....	24,111	16 0	318	3 5	1,525	5 2	7,754	10 1	..	4	2 9½	640
1869....	28,265	2 1	421	14 4	2,030	2 3	9,881	14 10	1 9	35	4 1½	755
1870....	35,324	17 6½	533	6 9	2,591	12 10	12,416	17 11	1 10	25	17 10½	1,500
1871....	43,105	16 2½	676	3 5	3,347	9 2	15,951	6 1	1 10	61	8 10½	1,760
1872....	49,528	7 9	840	1 4	3,872	11 0	19,558	14 8	1 10	47	9 9½	1,975
1873....	57,854	11 3½	1,013	8 3	4,283	9 10	22,038	6 7	1 8½	52	12 10½	2,206
1874....	51,281	4 8	1,016	11 0	4,062	9 3	20,558	2 0	1 8½	74	3 10	..
1875....	52,496	10 5½	1,077	3 6	5,557	11 2	23,776	12 11	2 2	87	9 3	2,200
1876....	61,444	13 7	1,259	1 8	6,708	12 9	27,945	18 0	2 2	129	2 6	2,158
1877....	68,783	6 7	1,429	7 1	7,742	7 7	30,980	3 4	2 4	108	17 5	2,435
1878....	76,582	0 5½	1,616	18 1	8,126	8 8	35,656	10 9	2 2	194	15 11	2,857
1879....	83,873	1 1½	1,872	0 11	10,104	7 11	41,729	1 11	2 6	292	15 11	3,355
1880....	100,602	18 5	2,127	9 2	11,079	3 8	45,068	5 2	2 3	267	9 11½	3,938
1881....	94,097	16 9½	2,290	9 9½	10,017	15 7	48,259	7 3	2 2	321	6 8½	3,640
1882....	104,110	5 5	2,534	19 4	12,243	7 0	52,576	16 1	2 5	366	2 1	3,707
1883....	113,913	16 11	2,824	11 11	13,994	15 1	52,174	12 11	2 6	371	8 0½	3,820
1884....	117,815	9 0	3,077	12 1½	14,125	19 11	57,583	9 1	2 6	371	8 0½	3,990
1885....	111,468	19 1½	3,157	15 4	14,039	8 7	53,874	1 0	2 7	360	10 8	3,960
1886....	104,499	10 10½	2,816	2 3	11,728	9 7	56,347	14 10	2 4	303	15 0	3,848

Progress of the Society from its commencement to the end of the Year 1908 — *continued*.

Year.	Sales.		Interest.		Dividend.		Share Capital at end of year.		Average Quarterly Dividend.	Educational Grant.		Number of Members at end of year.
	£	s. d.	£	s. d.	£	s. d.	£	s. d.		£	s. d.	
1887....	104,840	0 0 $\frac{1}{2}$	2,936	15 11 $\frac{1}{2}$	12,057	14 6	58,383	7 9 $\frac{1}{2}$	2 2 5 $\frac{1}{2}$	316	17 10 $\frac{1}{2}$	3,790
1888....	110,387	9 3	3,155	0 10 $\frac{1}{2}$	12,669	1 7	61,188	18 2	2 2 5 $\frac{1}{2}$	334	2 5	3,900
1889....	112,664	9 4 $\frac{1}{2}$	3,130	11 1	12,724	0 0	65,500	9 7	2 2 5 $\frac{1}{2}$	341	9 3 $\frac{1}{2}$	4,008
1890....	114,192	6 1	3,094	18 10	14,311	13 5	59,811	13 2	2 2 8	381	15 11	4,136
1891....	128,941	1 7 $\frac{1}{2}$	2,985	4 6 $\frac{1}{2}$	17,527	17 1	63,029	15 7	2 11	458	1 1 $\frac{1}{2}$	4,420
1892....	139,834	0 0 $\frac{1}{2}$	3,207	5 5	19,256	19 4	67,377	4 8	2 11 $\frac{1}{2}$	523	11 10 $\frac{1}{2}$	4,569
1893....	142,810	14 4 $\frac{1}{2}$	3,364	12 9	19,655	8 0	71,296	9 5	3 0	513	3 2	4,830
1894....	151,159	19 4 $\frac{1}{2}$	3,614	1 5	20,910	6 0	76,758	3 6 $\frac{1}{2}$	3 0	589	3 2	5,230
1895....	156,969	14 5 $\frac{1}{2}$	4,023	18 11	21,677	8 0	85,312	19 8 $\frac{1}{2}$	3 0	604	9 4 $\frac{1}{2}$	5,504
1896....	165,170	8 4 $\frac{1}{2}$	4,430	7 5	23,434	4 2	92,419	19 3	3 1	651	13 10 $\frac{1}{2}$	5,704
1897....	169,063	6 2	4,140	13 0	24,200	11 8	98,388	18 10	3 1 $\frac{1}{2}$	640	9 11 $\frac{1}{2}$	5,868
1898....	194,632	3 2 $\frac{1}{2}$	4,167	10 4	27,258	12 2	106,491	8 2	3 0 $\frac{1}{2}$	712	1 11 $\frac{1}{2}$	6,530
1899....	202,708	14 5	4,460	6 7	28,119	6 0	112,286	3 10	3 0	728	0 22	6,840
1900....	204,702	15 4 $\frac{1}{2}$	4,831	16 2	27,513	15 6	113,658	3 9	2 11	714	6 11	6,917
1901....	198,662	5 7 $\frac{1}{2}$	4,611	2 8	26,274	9 6	111,337	11 5	2 10 $\frac{1}{2}$	690	9 4 $\frac{1}{2}$	6,887
1902....	197,180	11 11	4,611	18 1	26,363	18 2	112,461	5 2	2 11	682	3 6 $\frac{1}{2}$	6,928
1903....	203,617	12 8 $\frac{1}{2}$	4,745	17 3	28,590	0 0	116,343	3 2	3 0	737	8 10	7,110
1904....	219,105	1 10	4,680	4 11	30,495	6 0	118,802	9 5	3 0	839	17 0	7,500
+1905....	215,371	16 7 $\frac{1}{2}$	4,470	19 5	31,554	10 2 $\frac{1}{2}$	123,992	15 2	3 0	831	9 6	7,883
1906....	226,995	3 11 $\frac{1}{2}$	4,555	6 11	32,755	14 1	133,864	9 10	3 0	862	6 10	8,500
1907....	259,186	0 5	4,977	6 4	37,443	9 8	145,059	17 6	3 0	1,043	19 3	9,069
+1908....	265,708	1 8	5,280	5 11	39,324	5 7 $\frac{1}{2}$	150,468	15 9	3 0	971	12 3	9,399
£	5,341,486	16 6 $\frac{1}{2}$	121,016	13 11 $\frac{1}{2}$	685,589	4 6	17,318	16 1	..

Total advances in Building Department, £50,819. 10s.

Number of Borrowers, 173.

* Three quarters.

† Fifty weeks.

‡ Fifty-three weeks.

Departmental and Branch Managers, 1909.

DEPARTMENTAL MANAGERS.

Warehouse	J. T. Wrigley.
Butchery	G. Butler.
Tailoring	E. G. Price.
Furnishing	F. Woodward.
Boot and Shoe	J. Worrall.
Drapery	J. Spencer.
Millinery	Miss Ogden.
Mantle	Miss Barratt
Bakery	C. Taylor.
Coal	R. Brown.
Dairy	J. H. Jagger.
Laundry	W. Arran.
Building	J. R. Cleasby.
Stables	T. Harrison.

BRANCH MANAGERS.

GROCERY DEPARTMENT.

Newton Heath	W. Walmsley.
Dean Mount	H. Hopwood.
Falmouth Street	E. J. Leeming.
Daisy Bank	R. Travis.
Woodhouses	J. Bradbury.
St. Mary's Road	E. Bradley.
New Road	B. Ashworth.
Old Road	W. Aldred.
Moston Lane	J. Lowe.
Oldham Road	T. Fitton.
Central	T. Taylor.
Queen's Road	G. Robinson.
Miles Platting	G. Etchells.
Ashton Road West	W. Greaves
Wellington Street	T. H. Gibson
Graver Lane	H. Gradwell.
Varley Street	P. Boardman.

DRAPERY DEPARTMENT.

Newton Heath	S. R. Dyson.
Dean Mount	G. Grimshaw.
Central	F. Warren.
Miles Platting	F. Smith.
New Road	E. Crawshaw.

BUTCHERING DEPARTMENT.

Central.....	J. Hawkins.
Ashton Road West.....	W. Robinson.
Wellington Street.....	J. Stott.
New Road.....	E. Simister.
Newton Heath.....	J. Crabtree.
Old Road.....	A. Wadsworth.
Oldham Road.....	J. Hart.
Miles Platting.....	T. Ramsbottom.
Moston Lane.....	E. Travis.
Daisy Bank.....	S. Ashworth.
Dean Mount.....	W. Ball.
Varley Street.....	J. Wright.
Graver Lane.....	B. A. Wigmore.
Falmouth Street.....	J. Brown.
Woodhouses.....	J. Holt.

BOOT AND SHOE DEPARTMENT.

Newton Heath.....	Miss Massey.
Miles Platting.....	Miss Dawson.
Central.....	Miss Payne.

Secretary's Report of the Failsworth Industrial Society Limited, for the Year ending June 3rd, 1908.

*(Prepared for the Members' Annual Tea Party, held in the Failsworth
Co-operative Hall on November 14th, 1908.)*

Again we have the pleasure of submitting to you our annual statement of the society's operations.

SALES.

The sale receipts for the year ending June 3rd amount to £265.959. 0s. 11½d., being an increase of £23.473. 9s. 6½d. on previous year: an average purchase per member of £29. 4s. 8½d.

PROFITS.

The amount brought forward and the net profits realised during the year, after providing £5.413. 4s. 7d. for interest on capital, and £2.490. 16s. 11½d. for depreciation, is £41.695. 5s. 0½d.

	£	s.	d.
Dividend to Members	38875	7	0
„ Non-Members	297	1	7½
Educational Purposes (2½ per cent)	1025	6	3
Subscriptions and Donations	266	0	7
Children's Gala	84	14	0
Advertising Candidate	26	9	6
Law Costs	14	6	3
Insurance Fund	20	0	0
Jubilee Fund	300	0	0
Reserve Fund	92	19	10
Special Depreciation	693	0	0
	<hr/> £41695	<hr/> 5	<hr/> 0½

We have now 9,228 members ; 1,833 have been admitted during the year, and 1,357 have withdrawn from the society, leaving an increase of 476.

CO-OPERATIVE PURCHASES.

As far as possible our supplies are obtained from co-operative sources. For the past year our purchases from the C.W.S. and co-operative productive societies (exclusive of butchering and dairy) average 82½ per cent.

QUANTITIES OF GOODS SOLD.

In considering the year's trade from the standpoint of quantities consumed, we find that the grocery department has distributed 256 tons of butter, 13 tons of margarine, 666 tons of sugar, 44 tons of cheese, 107,505 lbs. of tea, and has sold or converted into bread 15,188 sacks of flour, 14,715 lbs. of cocoa, 12,944 lbs. of coffee, 166 tons of bacon and ham, 150 tons of soap. Our bakery has sent out 498,238 4-lb. loaves of plain bread, besides cakes, fancy breads, and confectionery. In our butchering department we have disposed of 870 head of cattle, 2,538 sheep, 2,053 lambs, 91 calves, 1,009 pigs, also a large quantity of rabbits and fowls. From our dairy department we have delivered 46,415 dozens of milk, and our coal department shows a trade of 21,639 tons.

MEMBERS' SHARE CAPITAL.

The contributions to the share capital during the year, including dividend and interest added, amount to the

sum of £49,988. 2s. 2d.; and the withdrawals, including dividend and interest paid to members, amount to £64,792. 2s. 9d. The share capital in the society at the close of the year stands at £150,028. 12s. 8d. an increase of £8,828. 9s. 9d., and an average worth per member of £16. 5s. 2d.

MEMBERS' LOAN ACCOUNT.

During the year we have opened a loan account for the convenience of our members. The number of investors is 16, with an amount of £954. 7s. 6d. standing to their credit.

PENNY BANK.

Our penny bank now numbers 5,543 members, with investments amounting to £10,112. 8s. 9½d., being an increase of 86 depositors, and a decrease of £321. 18s. 5d. on investments.

BUILDING DEPARTMENT.

During the year we have had 16 applications for grants. The advances amount to £5,179, and the repayments to £4,172. 10s. 3d., leaving a balance of £16,800. 0s. 6d., for the security of which we hold mortgages on 157 houses.

OUR INVESTMENTS.

	£	s.	d.	£	s.	d.
Land, Buildings, Fixtures, &c., used						
for Trade Purposes	37713	0	0			
Land and Cottages	35047	0	0			
				72760	0	0
Shares	11023	19	2			
Loans—Ordinary	28628	0	10			
" Cottage Building Dept.	16800	0	6			
" Corporations and others	23209	3	7			
Reserves—				79661	4	1
General Fund	7712	12	7½			
Insurance Fund	3256	12	9			
Dividend Equalisation Fund....	2429	3	2½			
Jubilee Fund	400	0	0			
				13798	8	7
				£166219	12	8

DETAILS OF LAND, BUILDINGS, FIXTURES, AND
ROLLING-STOCK ARE AS FOLLOWS :

	Original Cost.			Depreciation.			Present Value.		
	£	s.	d.	£	s.	d.	£	s.	d.
Land	5060	7	2	9	7	2	5051	0	0
Buildings	53084	7	9	27409	7	9	25675	0	0
Fixtures.....	15216	14	3½	9108	14	3½	6108	0	0
Rolling-stock	6151	7	3	5272	7	3	879	0	0
Coal Wagons.....	1499	18	6	1499	18	6	0	0	0
Cottages and Land	46160	2	9	11113	2	9	35047	0	0
	£127172	17	8½	£54412	17	8½	£72760	0	0

GENERAL INFORMATION.

We have 43 shops, 40 horses, 23 railway wagons, and 48 vehicles of various descriptions, which are required to conduct the society's business. The society finds employment for 282 persons, to whom it has paid in wages during the year the sum of £16,956. 14s. 8d. The society also owns 209 cottages in Failsworth, Newton Heath, and Moston districts.

Since we presented our last report we have opened new premises in Graver Lane (Newton Heath) and in Falmouth Street (Miles Platting). We have also completed the erection of four dwelling-houses in Graver Lane.

Both of these properties (entailing an outlay of over £6,000) have an appearance which reflects credit on all who have had to do with their erection, and form a very valuable addition to the society's buildings.

The trade at these branches is very satisfactory, and shows the necessity there was for the additional provision. At the same time we would ask our members in these localities to give us more trade, so that these shops may be a huge success and an encouragement to the committee to proceed with the new branch at Thorpe Road. Members might materially assist by inducing others who are not already members to join the society.

The new stables and cart sheds in Hardman Street, Failsworth, are about finished, and we feel confident that all who see them will readily admit how well adapted they are for our purpose, providing splendid accommoda-

tion for 18 more horses, as well as covered space for a number of vehicles.

We have pleasure also in reporting the purchase of a farm, covering an area of over 24 acres, and situated between Lord Lane and Holt Lane, Failsworth.

We intend utilising a portion of the land for trade purposes, and the remainder we believe will be valuable for dividing into plots to be let for building residential property.

By the time the present depression in trade has passed away, we hope to have a scheme ready for developing this estate to great advantage.

Next year the society's Jubilee is to be celebrated, and we are hoping to have a succession of stirring events. The form the celebration is to take has already been decided upon, and particulars published in the *Monthly Messenger*. We ask our members to show increased loyalty, and with a return of good trade make next year a memorable one in the society's history.

EDUCATIONAL DEPARTMENT.

In connection with this department there are seven reading rooms, which are supplied with London and Provincial newspapers, periodicals, magazines, and co-operative literature.

The lending library contains 6,498 volumes, the circulation during the year being 19,253 volumes. During the year we have printed (for free circulation) 55,500 *Monthly Messengers*, and also sold at half-price ($\frac{1}{2}$ d. each) 52,416 copies of the *Co-operative News*.

The reference library at Central contains over 100 standard works, including Sowerby's Botany, 6 volumes; Encyclopædia Britannica, 22 volumes; English Encyclopædia, 22 volumes; the Physician, 2 volumes; Modern Physician, 5 volumes; and Slater's Directory, which can be consulted during library hours.

The *Monthly Messenger*, which is issued gratis, is being more inquired after, and becoming more popular with the members each month. During the year we have issued 5,000 copies per month. The winter arrangements for

concerts, entertainments, lectures, &c., are completed, syllabus of which have been freely distributed to the members.

We have 267 students in our various classes, which is very satisfactory :—Co-operative Book-keeping, 15 ; Sick Nursing, 25 ; Singing, 14 ; Co-operative, 213.

The results of the examinations of last year's classes were very good, 74 students gaining prizes.

WOMEN'S GUILD.

The women's guild has a membership of 200, besides 14 gentlemen honorary members, and meets in the Lecture Hall, Ridgfield Street, Central Stores, on Wednesday evenings, at 7-30. Subscription fee, 6d., paid yearly in advance.

Tabulated Statement of the Society's position compared with 1907.

	1908.			1907.			Comparison.		
	£	s.	d.	£	s.	d.	£	s.	d.
TO SALES—Grocery.....	157686	8	0½	143912	15	11½	13773	12	1
Drapery.....	16094	10	0½	15647	18	9½	446	11	3
Tailoring.....	7240	11	9	6920	4	7	320	4	2
Boots, Shoes, and Clogs.....	9020	5	4	8080	18	11	963	6	5
Butchery.....	38819	1	0½	38296	18	7	522	2	5½
Couls.....	22712	17	2	17517	4	7	5195	12	7
Dairy.....	7507	4	6½	5967	16	7½	1599	7	11
Mantles.....	1224	1	8	1298	3	7½	14	1	11½
Millinery.....	1077	0	1½	1073	2	6½	3	17	7
Dressmaking.....	564	12	1	563	4	2½	1	7	10½
Furnishing.....	3922	9	2	3267	0	0	655	9	2
Total.....	265939	0	11½	242485	11	5	23473	9	6½
Weekly Average.....	5114	11	11	4663	3	8	451	8	3
Average Purchase per Member for the year.....	29	4	8½	28	5	2	0	19	6½
Members' Share Capital.....	150028	12	8	141200	2	11	8828	9	9
Penny Bank Deposits.....	10112	8	9½	10434	7	2½	321	18	5
Land, Buildings, Fixtures, &c., used for Trade Purposes.....	37713	0	0	34975	1	7	2737	18	5
Land and Cottages.....	35047	0	0	32659	0	0	2384	0	0
Depreciation.....	3183	16	11½	2383	3	11	790	13	0½
Members' Dividend.....	38875	7	0	35462	5	0	3413	2	0
Non-Members' Dividend.....	297	1	7½	229	9	1½	76	12	6
Average Dividend.....	0	3	0	0	3	0
Interest Credited to Capital.....	5413	4	7	4994	5	9½	418	18	9½
Amount placed to Reserve Fund.....	92	19	10	76	8	6	16	11	4
Present Value of Reserve, Insurance, Jubilee, and Dividend Equalisation Funds.....	13798	8	7	11698	5	1	2190	3	6
Educational Purposes.....	1025	6	3	937	13	10	87	12	5
Cash in hand and at Bank.....	3636	3	5	14012	6	0	10376	2	7
Subscriptions.....	266	0	7	196	11	0	69	9	7
Profits.....	41695	5	0½	37739	15	6	3955	9	6½
Number of Members.....	9228			8752			476		
" Loanholders.....	16								
" Penny Bank Depositors.....	5543			5457			86		

General Committee and Principal Officials.

PRESIDENTS OF THE SOCIETY AND DATES OF ELECTION.

*Joel Whitehead	October 5th, 1868.
Amos Platt.....	August 9th, 1869.
Thomas Egerton	February 7th, 1872.
Emmanuel Hibbert.....	January 15th, 1874.
Adam Percival.....	February 7th, 1880.
Emmanuel Hibbert.....	June 11th, 1887.
Alfred Pollitt	February 4th, 1888.
Thomas Taylor	January 16th, 1892.
Benjamin Rydings	January 19th, 1895.
John Fitzgerald	January 15th, 1898.
Charles Hadfield	January 19th, 1901.
Walter Jackson	January 16th, 1904.
†William Hibbert	October 23rd, 1905.
Henry J. Upham	January 20th, 1906.
William Stephenson	January 16th, 1909.

TREASURERS.

Josiah Etchells.
 George Schofield, 1862.
 Joel Schofield.
 Robert Stott.
 Robert Barlow, 1868
 Manchester and County Bank, 1870.
 Co-operative Wholesale Society's Bank, 1873.

GENERAL MANAGERS.

James Taylor

Robert Jacques	October, 1874.
Thomas Berry	June 3rd, 1880.
William Watson	August 19th, 1881.
Enoch Greaves (General Manager and Secretary),	
March 31st, 1905.	

SECRETARIES.

Thomas Hayes..... March 28th to December 24th, 1859.
 Joel Whitehead

* There was no office of President before 1868.

† Walter Jackson resigned on October 21st, 1905, and the committee elected William Hibbert chairman until the annual meeting in January, 1906.



WILLIAM STEPHENSON, PRESIDENT, 1909.

GENERAL
COMMITTEE.



JOHN HOLLINGWORTH



CHARLES HADFIELD



HENRY J. UPHAM



JOE SMITH



WILLIAM STEPHENSON
PRESIDENT



JOSEPH SWINDELL



GEORGE SUDREN



JAMES NELSON



JAMES HEYWOOD



JOHN F. CLOUGH



ALBERT PARK

Jacob Rydings..... July, 1861, to 1867.
 Thomas Hayes..... 1867.
 Thomas Berry July, 1873.
 Enoch Greaves June 28th, 1880.
 Charles F. Greenhalgh (Assistant Secretary and Cashier), March
 31st, 1905.

MEMBERS OF COMMITTEE.*

Adams, F. W. 1906 (3 months).
 Allen, Joseph 1859, 1862, 1869, 1874, 1875, 1876, 1877.
 Allen, John F. March, 1887, to March, 1888; July,
 1902, to July, 1906.
 Allen, Robert 1859, 1862.
 Anderton, Thomas 1859, 1862, 1868, 1869, 1872, 1874, 1875,
 1876, 1877.
 Appleby, William 1873.
 Ashworth, Joshua June, 1874, to March, 1877; October,
 1882, to September, 1885.
 Atherton, John October, 1872, to December, 1873.
 Barlow, Robert 1872, 1873, 1874.
 Barlow, William 1859, 1862.
 Booth, Alfred..... July, 1874, to July, 1876.
 Bradley, Robert July, 1874, to December, 1876.
 Broadbent, Matthew 1886, 1887 (3 months).
 Burkett, R. S. 1869, 1870.
 Chadwick, S. L. July, 1874, to July, 1876.
 Churchman, E. J. April, 1900, to April, 1901.
 Clegg, Thomas 1878 (6 months).
 Clough, James
 †Clough, John F. January, 1908, to January, 1909 (in
 office).
 Collins, Sydney August, 1876, to August, 1878; Feb-
 ruary, 1880, to May, 1882; Novem-
 ber, 1884, to November, 1887.
 Crick, Henry E. October, 1887, to October, 1890.
 Davies, William..... 1868, 1869.
 Delooze, James Henry... July, 1905, to July, 1906.
 Eckersley, William 1868.
 Egerton, Thomas 1869 to October, 1873; July, 1884, to
 July, 1885.
 Entwistle, John July, 1894, to July, 1899.
 Etchells, Joseph July, 1871, to October, 1873.
 Fitzgerald, John 1887; July, 1891, to July, 1893;
 January, 1898, to January, 1901.
 Fletcher, William 1859.
 Green, Richard July, 1897, to July, 1898; October,
 1898, to October, 1903.

* Incomplete from 1859 to 1870.

† John F. Clough retired in January, 1909, but was re-elected in
 April, 1909, in place of James Heywood.

Gresham, Charles T.	January, 1904, to January, 1906.
Harrison, Matthew	1868; October, 1873, to July, 1874; July, 1879, to December, 1880.
Hadfield, Charles	October, 1894, to October, 1897; July, 1899, to January, 1904; July, 1906, to January, 1909 (in office).
Heywood, James (Newton Heath)	January, 1907, to January, 1909.
Heywood, James (Miles Platting)	1885 (3 months); January, 1888, to October, 1894.
Hibbert, Emmanuel	1868, 1869, 1870; October, 1873, to October, 1884; April to December, 1887; April, 1888, to July, 1895.
Hilton, Joseph	January, 1880, to July, 1884; 1885.
Hibbert, Enos	1865.
Hibbert, William	April, 1902, to April, 1907.
Hollingworth, John	1884; August, 1885, to July, 1894; July, 1895, to January, 1901; July, 1903, to July, 1905; July, 1906, to January, 1909 (in office).
Jackson, Walter	October, 1897, to October, 1899; April, 1901, to October, 1905.
Jagger, John H.	October, 1905, to October, 1907.
Kershaw, Jonathan	January, 1882, to December, 1884; July, 1889, to July, 1891.
Kenyon, Matthew H.	January to October, 1895.
Later, William	1872.
McClellan, George	July, 1898, to July, 1900.
Merrall, J.	January, 1891, to January, 1894.
Nelson, James	April, 1906, to January, 1907; April, 1907, to April, 1908; January, 1909 (in office).
Nixon, John	January, 1890, to January, 1897; July, 1900, to July, 1903.
Noar, Joseph	1868.
Ogden, Benjamin	October, 1871, to July, 1872.
Ogden, Walter	January, 1901, to July, 1902.
Park, Albert	April, 1908, to January, 1909 (in office).
Percival, Adam	January, 1872, to March, 1875; April, 1876, to April, 1877; October, 1878, to June, 1887.
Platt, Amos	1868 to December, 1871.
Pollitt, Alfred	July, 1882, to July, 1897; July, 1900, to July, 1902.
Rogers, Joseph	July, 1874, to December, 1879; 1881.
Rydings, Benjamin	May, 1881, to July, 1889; October, 1890, to March, 1900.
Schofield, James	
Schofield, Joseph	



HENRY J. UPHAM, PRESIDENT, 1906-9.

Schofield, Peter	1859, 1862.
Shiple, W. H.	January, 1906, to January, 1908.
Sidlow, Samuel	April, 1875, to September, 1876; July, 1882, to April, 1883.
Slater, Levi	1869 to July, 1871.
Smith, Joe	January, 1901, to January, 1904; July to January, 1909 (in office).
Stephenson, William.....	April, 1907, to January, 1909 (in office).
Sudren, George	October, 1904, to January, 1909 (in office).
Swindell, Joseph	April, 1901, to April, 1902; October, 1903, to January, 1906; October, 1907, to December, 1908 (in office).
Taylor, Samuel	1871, 1875; July, 1877, to September, 1879; July, 1881, to July, 1882.
Taylor, Joseph.....	1869.
Taylor, James	1859, July, 1874, to March, 1875; April, 1878, to December, 1881; April, 1883, to March, 1889; 1890.
Taylor, Festus	October, 1876, to March, 1878.
Taylor, William	April, 1877, to September, 1882.
Taylor, Edmund	April, 1877, to December, 1881; July, 1884, to December, 1889; October, 1895, to October, 1898.
Taylor, Thomas	January, 1886, to January, 1901.
Taylor, James	1859.
Tetlow, John	
Tootill, Harry	January, 1901, to January, 1906; July, 1907, to July, 1908.
Travis, David	October, 1872, to December, 1873.
Upham, Henry J.	October, 1899, to October, 1904; January, 1906, to January, 1909 (in office).
Warren, John	May, 1889, to April, 1901; January, 1904, to April, 1907.
Warren, Francis J.	July, 1893, to July, 1900.
Whittaker, Cockshutt....	1869 to December, 1871; July, 1878, to July, 1881; January, 1888, to January, 1890.
Whitehead, Joel	1869 to July, 1872; April, 1875, to June, 1876.
Whitehead, Joseph	1868.
Whitehead, Abraham ...	1868.
Whittaker, Walter	1869.
Whittaker, Aaron	1859, 1862.
Whittaker, Robert	July, 1902, to July, 1907.
Wild, Thomas	1868.
Williamson, Joseph.....	February, 1877, to February, 1879; February, 1881, to August, 1884.

Wilde, Edwin.....	July, 1877, to December, 1879.
Wilde, Thomas	January, 1882, to January, 1884.
Wilkinson, Ben	
Wilkinson, Robert, jun. .	1868.
Wolstencroft, George	October, 1875, to March, 1878 ; January, 1879, to January, 1880 ; January, 1885, to January, 1886.

AUDITORS.*

Allen, Joseph	1867, 1868.
Allen, Robert, jun.	1859.
Allen, John E.	September, 1882, to September, 1886.
Bailey, J. P.	June, 1878, to June, 1879.
Baines, George.....	October, 1872, to December, 1880 ; June, 1888, to June, 1889 ; January, 1892, to March, 1900.
Brierley, James	1862.
Chadwick, S. L.	July, 1869, to October, 1872.
Delooze, J. H.	April, 1900, to June, 1901.
Dixon, George	October, 1900, to June, 1901.
Dunkerley, William	1874.
Greaves, William.....	June, 1884, to June, 1888.
Hall, William	1860.
Hammond, John	January, 1900, to June, 1901.
Jackson, Walter	July, 1893, to September, 1894.
Kenyon, Matthew H....	January, 1881, to December, 1891.
Partington, Jonathan ...	June, 1879, to June, 1884.
Pollitt, Luke	1862.
Rydings, Jacob	January, 1875, to June, 1878 ; June, 1879, to December, 1880.
Schofield, Peter	
Smith, Joe	April to December, 1899.
Smith, Thomas B.	September, 1894, to March, 1899.
Tweedale, James	1860.
Warren, Francis J.	July, 1889, to July, 1893.
Whitehead, J.	July to December, 1873.
Whittaker, Robert	September, 1886, to June, 1901.
Wilkinson, Robert	1868.
Williamson, John	1867, 1868, 1869.
Wood, John	January, 1881, to September, 1882. -
Wood, Thomas	1869.
Worthington, Thomas ...	January, 1870, to July, 1873.
Messrs. Appleby and Wood	(Professional Auditors), from June, 1901.

* Incomplete from 1859 to 1870.

EDUCATIONAL
COMMITTEE



JAMES RIDYARD



VINCENT HIBBERT



FRED SMITH

CLARENCE ED. JR.



DAVID FENNEL



FRED POLLARD



MISS A.E. DAVENPORT

SECRETARY



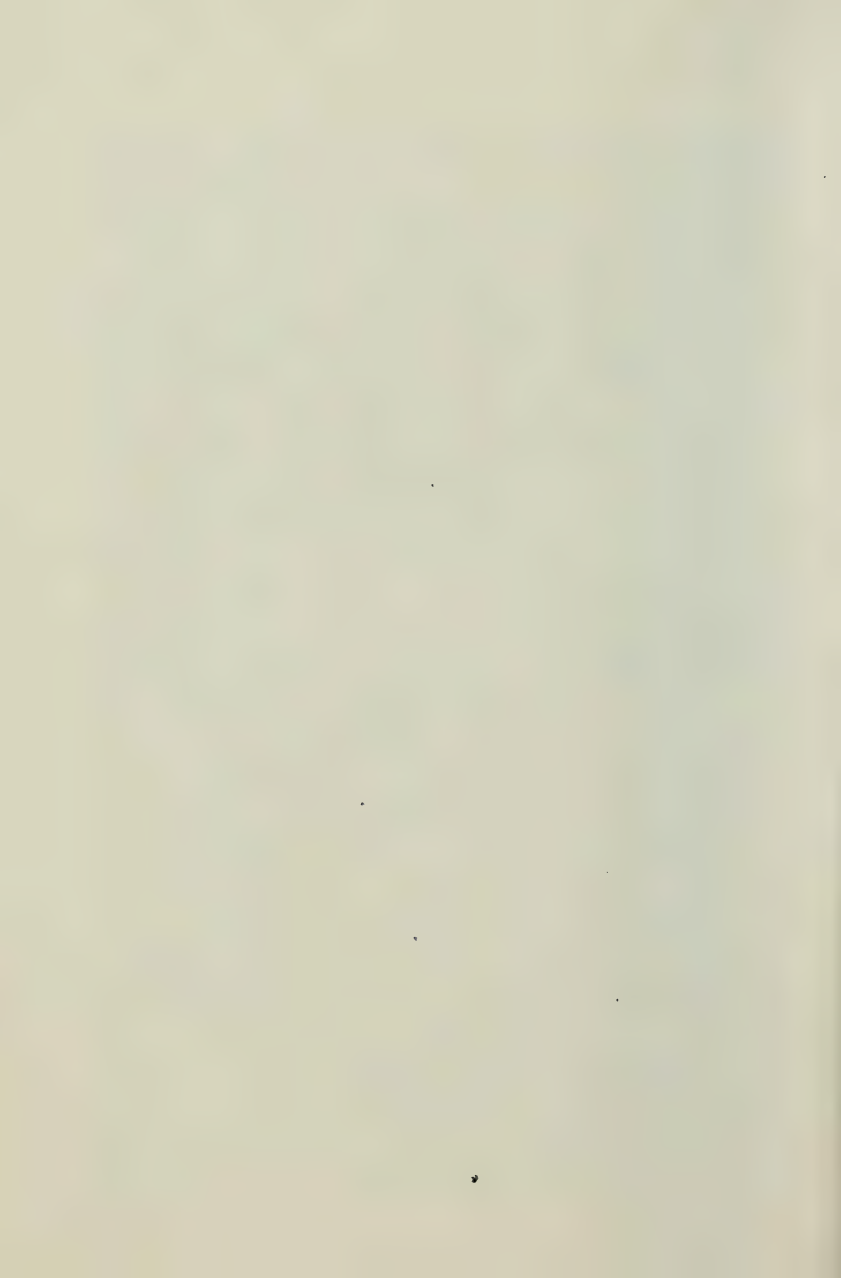
FRED ALCOCK



JOSEPH BADLEY



FRANK LEES



Educational Committee.

CHAIRMEN AND DATES OF ELECTION.

Samuel L. Chadwick	1878.
William Butterworth	April, 1879.
William Eckersley	May, 1879.
William Butterworth	June, 1879.
William Eckersley	May, 1881.
George Wolstencroft	July, 1882.
James Ridyard	May, 1883.
George Baines	June, 1884.
James Ridyard	November, 1887.
James Dewhurst	September, 1894.
Samuel Leah	July, 1897.
John Delooze	January, 1899.
Robert T. Jackson	January, 1902.
David Fennell	January, 1904.
Fred Pollard	October, 1906.
James Ridyard	January, 1908.
Fred Smith	July, 1908 (in office).

SECRETARIES.

Thomas Wood	1878.
James B. Churchman	September, 1881.
Robert Whittaker	February, 1885.
Thomas Longworth	August, 1886.
James Ridyard	July, 1897.
George Sudren	January, 1899.
William Jones	January, 1902.
Miss A. E. Davenport	July, 1903 (in office).

MEMBERS OF COMMITTEE.

Allen, Edwin	March, 1884, to June, 1885.
Alcock, Fred	January, 1907, to January, 1909 (in office).
Badley, Joseph	January, 1909 (in office).
Baines, George	March, 1883, to September, 1887.
Barratt, Henry	July, 1905, to July, 1906.
Blackwell, Robert	1886 (two months).
Butterworth, William....	1878 to March, 1881: January, 1882, to December, 1883.
Chadwick, S. L.	1878 to March, 1879.
Churchman, James B. ..	February, 1881, to December, 1884.
Delooze, John	October, 1898, to October, 1902.
Dewhurst, James	March, 1881, to March, 1884: 1885: March, 1886, to March, 1901; July, 1903, to July, 1908.

Eckersley, William	March, 1879, to March, 1882.
Etchells, Joseph	1881.
Fennell, David	October, 1901, to October, 1906; July to December, 1908 (in office).
Hibbert, Vincent	July, 1897, to July, 1898; July, 1906, to January, 1909 (in office).
Jackson, Robert T.	January, 1899, to January, 1904.
Jones, William	July, 1900, to July, 1903.
Leah, Samuel	October, 1887, to October, 1901; October, 1902, to July, 1906.
Lees, Frank	April, 1907, to January, 1909 (in office).
Longworth, Thomas	September, 1885, to July, 1900.
Ogden, Walter	April, 1897, to October, 1898.
Parkinson, George	September, 1886, to January, 1899; April, 1901, to April, 1906.
Pollard, Fred	January, 1904, to January, 1909.
Ridyard, James	January, 1882, to January, 1902; July, 1906, to January, 1909 (in office).
Sharples, Evan	January, 1902, to January, 1907.
Showell, Thomas E.	July, 1903, to July, 1905.
Smith, Fred	July, 1906, to January, 1909 (in office).
Sudren, George	July, 1898, to July, 1903.
Whittaker, Robert	January, 1884, to June, 1886.
Wolstencroft, George	March, 1882, to March, 1883.
Wood, Thomas	1878 to December, 1881.
Wild, Edwin	1897 (six months).

LIBRARIANS.

James Robinson	1873.
John E. Allen	1874.
J. A. Mottershead	1874.
John W. Allen	1874.
Elkanah Chadwick	1874.
Edward Allen	1876.
John W. Allen	1878.
Edward Hall	1878.
H. L. Wild	1878.
Miss Esther Taylor	1879 to September, 1881.
Miss Sarah Swann	September, 1881, to June, 1884.
Mrs. W. K. Dean	June, 1884, to February, 1886.
Miss Eliza J. Cunningham . .	February, 1886, to December, 1889.
Miss Elizabeth Baines	December, 1889, to 1897.
Miss A. E. Davenport	1897.

EDITORS OF "MESSENGER."

George Parkinson	1891.
Thomas Longworth	1895.
Robert T. Jackson	July, 1900.
John Delooze	January, 1902.

Samuel Leah	February, 1903.
James Dewhurst	July to November, 1906.
J. H. Ogden	November, 1906.

CONDUCTORS OF CHORAL SOCIETY.

W. D. Bailey	June, 1899.
Cuthbert Howard	March, 1905.
John E. Smith	November, 1907.

Women's Guild.

PRESIDENTS.

Mrs. Dugdill	March 31st, 1892.
Mrs. Horrocks	February, 1893.
Mrs. Davenport	October, 1893.
Mrs. Dugdill	1894.
Mrs. W. Jones	May, 1896.
Mrs. Dugdill	June, 1899.
Mrs. Wadsworth	May, 1906.
Mrs. Hadfield	August, 1908 (in office).

VICE-PRESIDENTS.

Mrs. Davenport	February, 1893.
Mrs. Cleland	October, 1894.
Miss Whalley	September, 1896.
Mrs. Ellis Whittaker	July, 1898.
Mrs. Wadsworth	October, 1903.
Mrs. C. Hadfield	May, 1906.
Mrs. W. Hibbert	August, 1908 (in office).

TREASURERS.

Miss Warhurst	March 31st, 1892.
Mrs. Merry	October, 1894.
Mrs. Wadsworth	April, 1898.
Mrs. Coe	November, 1899.
Mrs. Hibbert	September 12th, 1900.
Mrs. Joe Smith	April 24th, 1901 (in office).

SECRETARIES.

Miss Violet Whitehead ..	March 31st, 1892.
Miss Green	December, 1892.
Miss Whalley	October, 1894.
Miss P. Howard	March, 1896.

Miss M. Cunningham . . .	April, 1898.
Miss Whalley	July, 1898.
Mrs. Wadsworth	November, 1899.
Mrs. Sudall	April 24th, 1901.
Miss Egerton	September 15th, 1902 (in office).
Miss Whalley, Assistant Secretary	(in office).

LADIES WHO HAVE SERVED ON COMMITTEE.

ELECTED.

Miss M. J. Taylor	Failsworth	1892
Miss M. Davenport	Newton Heath	1892
Mrs. James Ratcliffe	Newton Heath	1892
Miss E. Cunningham	Newton Heath	1892
Miss Whalley	Failsworth	1893
Miss Hatch	Newton Heath	1893
Miss Cocker	Newton Heath	1893
Mrs. Wrigley	Failsworth	1893
Mrs. Cocking	Failsworth	1893
Mrs. Stott	Failsworth	1893
Mrs. Gough	Failsworth	1893
Mrs. Joseph Taylor	Newton Heath	1896
Miss Kenworthy	Newton Heath	1896
Miss Whittaker	Newton Heath	1896
Mrs. Dunkerley	Failsworth	1897
Mrs. Hollis	Failsworth	1897
Mrs. Walker	Failsworth	1897
Mrs. Morrell	New Moston	1897
Mrs. Sykes	Failsworth	—
Mrs. Warren	Failsworth	—
Mrs. Turner	Failsworth	1899
Mrs. Middleton	Failsworth	1899
Miss Hampshire	Failsworth	1899
Mrs. Frogatt (in office)	Failsworth	1902
Mrs. Thompson (in office)	Newton Heath	1902
Mrs. Swindells	Newton Heath	1903
Mrs. Dixon	Newton Heath	1904
Mrs. Clegg	Newton Heath	1904
Mrs. Marsland (in office)	Newton Heath	1904
Mrs. Longworth (in office)	Newton Heath	1905
Mrs. Nelson	Failsworth	1905
Mrs. Whitehead	Failsworth	1905
Mrs. Winpenny	Newton Heath	1906
Mrs. Smith	Miles Platting	1906
Mrs. Gregory	Newton Heath	1906
Mrs. Park (in office)	Failsworth	1907
Mrs. Brember (in office)	Newton Heath	1908

COMMITTEE OF THE WOMENS GUILD



MRS FROGATT



MRS THOMPSON



MRS MARSLAND



MRS W. HIBBERT
VICE PRESIDENT



MRS HADFIELD
PRESIDENT



MRS JOE SMITH
TREASURER



MRS LONGWORTH



MRS BREMBER



MISS EGERTON
SECRETARY



MRS PARK



MISS WHALLEY
ASSISTANT SECRETARY



CHAPTER XIX.

THE SOCIETY'S JUBILEE CELEBRATIONS.

On July 20th. 1907, it was unanimously resolved to set aside a sum of £200 towards the expenses of the Jubilee celebration in 1909, and it was also with unanimity decided to take a sum of £100 for the same purpose from each succeeding half year's profits.

On December 19th. 1907. the members agreed to the appointment of a Jubilee Committee, to consist of the general committee, two representatives from the educational committee, two representatives from the women's guild, and two representatives to be nominated and elected from the general body of members.

The constitution of the Jubilee Committee was finally as follows :—

General Committee : Messrs. H. J. Upham (chairman), J. Fitzgerald (vice-chairman), G. Sudren (secretary), J. Heywood, J. Hollingworth, W. Stephenson, J. F. Clough, J. Swindell, C. Hadfield, Joe Smith, and A. Park ; James Nelson and H. Tootill were also members during the time they were on the committee.

Educational Committee: Fred Smith and James Ridyard.

Women's Guild: Mrs. Hadfield and Mrs. Joe Smith. (Mrs. Wadsworth had been elected, but she leaving shortly afterwards and going to reside abroad, the first-named lady was appointed in her place.)

Members' Representatives: John Fitzgerald and James Turton.

The Jubilee Committee, on March 19th, 1908, submitted the following recommendations to a special members' meeting:—

- (1) That we have 10,000 books printed containing the history of the society up to date.
- (2) That we arrange for a free tea party for members and their wives or husbands from sixty years of age and upwards, also past officials of the society.
- (3) That six tea parties be arranged for members, and the educational department provide artistes for the same.
- (4) That a banner be purchased and presented to the women's guild.
- (5) That we give a donation of £25 to the Failsworth Sick Nursing Society, and £25 to the Newton Heath Sick Nursing Society.
- (6) That we purchase an ambulance and horse for the Newton Heath and Failsworth district, providing that the Manchester Corporation are prepared to maintain the upkeep of the same. Estimated cost, £200.
- (7) That we provide a memorial to be placed in the Failsworth Park. The cost not to exceed £200.
- (8) That we hand over to the Urban District Council of Failsworth the whole of the library books and fittings.
- (9) That we arrange for two children's galas for the Newton Heath and Failsworth districts. Estimated cost, £300.
- (10) That we furnish a room at Otley and Blackpool Convalescent Homes at an estimated cost of £32.

The recommendations relating to the history of the society, the various tea parties, and the gift of a banner

to the women's guild, were approved at this meeting; and the suggestions that there be two children's galas and that a room be furnished at each of the Otley and *Blackpool Convalescent Homes were adopted at an adjourned meeting on March 26th, 1908.

The proposal to hand over the whole of the library books and fittings to the Urban District Council of Failsworth, who were then engaged in building a public free library, †was discussed at some length, and finally approved by the members on December 15th, 1908, when the following letter was read:—

“ Failsworth Urban District Council,
 “ Clerk's Office, Town Hall, Failsworth,
 “ Nr. Manchester,
 “ 24th September, 1908.

“ Gentlemen,

“ Referring to the interview which representatives of your Jubilee Committee had with the Carnegie Library Sub-Committee of this Council, in regard to the proposal of your society, in connection with their forthcoming Jubilee celebrations, to hand over as a gift to the Fails-

* The Women's Guild, out of the contributions of their members, have also furnished a room at the Blackpool Home in celebration of the Society's Jubilee.

† The Failsworth Urban District Council, in 1903, began to contemplate the erection of a free public library in the district, and made an application to Mr. Andrew Carnegie for a grant towards the cost of a building. On July 14th, 1903, Mr. Carnegie offered “ to give £3,000 to erect a free public library building for Failsworth if the Free Public Library Act be adopted and the maximum assessment under it levied now (so that there may be money to stock the library when built), producing £200 per year as stated by you (the District Council). A site must also be given for the building, the cost not being a burden upon the penny rate.” The District Council accepted the offer, and on December 1st, 1903, the Public Libraries Acts, 1892 and 1893, were adopted, under which a penny rate has since been levied annually. Mr. Carnegie subsequently assented to the appropriation of a site belonging to the District Council and adjacent to the Failsworth Town Hall, and afterwards approved of the designs of Messrs. Ogden and Hoy for the building, which will be opened some time in 1909.



HOME OF THE FAILSWORTH AND NEW MOSTON SICK NURSING
ASSOCIATION, KERSHAW STREET.



HOME OF THE NEWTON HEATH AND DISTRICT SICK NURSING ASSOCIATION,
OLDHAM ROAD.

worth District Council the collection of books comprising the society's library, and also any library fittings that may be of service in connection therewith, I am now directed to inform you that the District Council greatly appreciate the generous offer of the society, which comes at a very opportune time, and which they will have very great pleasure in accepting.

"The books will make a very handsome contribution towards stocking the new Carnegie Library, and some suitable and permanent record of the society's gift will be fixed in the library, as promised to your representatives.

"As regards the recommendation made by your representatives with reference to the appointment of librarian for the new library, the Council hardly feel at liberty to bind their successors, but will take into careful consideration the representations that have been already made to them when the appointment comes up for consideration.

"I am to heartily thank your committee and the members of your society for their public spirit and generosity in making this offer to the Council.—Yours faithfully,

"(Signed) H. C. BROOME, Clerk."

The suggestion to place a memorial in the Failsworth Park (which the District Council were proposing to provide in Ashton Road West, and which proposal had afterwards to be abandoned, because of the refusal of the Local Government Board to give their sanction) did not meet with the approval of the members residing in Failsworth. There was also a difficulty in connection with the proposed ambulance and horse for Newton Heath. The Manchester Corporation, whilst willing to accept the gift of an ambulance and a horse, declined to maintain it in the district.

Accordingly these recommendations were withdrawn, and also those relating to the donations to the Sick Nursing Associations.

On April 11th, 1908, the Jubilee Committee further recommended that two houses, at a total estimated value of £800, be dedicated to the use of the Newton Heath and District Nursing Association (established March 22rd, 1903.)

JUBILEE



JOHN HOLLINGWORTH



CHARLES HADFIELD



JOE SMITH



WILLIAM STEPHENSON



HARRY TOOTILL
(TO JULY 15th 1908)



JOSEPH SWINDELL



JAMES HEYWOOD



JAMES NELSON



ALBERT PARK



JOHN F. CLOUGH

COMMITTEE



GEORGE SUDREN
(SECRETARY)



FRED SMITH
(ASSISTANT SECRETARY)



HENRY J. UPHAM
(CHAIRMAN)



MRS. WADSWORTH
(TO AUGUST 1908)



MRS. HADFIELD



MRS. SMITH



JOHN FITZGERALD
(VICE CHAIRMAN)



JAMES TURTON



JAMES RIDYARD

and the Failsworth and New Moston Sick Nursing Association* (established 1899), subject to the condition that if either association failed from any cause, the property reverted to the society. This was regarded as a most commendable and a more permanent way of celebrating the Jubilee, and it was accepted.

The Failsworth Sick Nursing Association, having subsequently intimated that they had no home of their own, and that to furnish one would be beyond their resources, the members, on August 20th, 1908, agreed to contribute a sum of £100 for the purpose of furnishing the house which had been selected in Kershaw Street, adjoining the Ashton Road West Branch.

At the same meeting it was resolved that two of the

* "The Newton Heath Association nurses, during the year ending March 23rd, 1908, paid 13,990 visits, and the Failsworth Association's nurse 2,785 visits to the patients' homes. Both associations are affiliated to the Queen Victoria Jubilee Institute. The first Nurses' Home was established in Liverpool, in 1859, by the late William Rathbone, who, in gratitude for services rendered in his own family in time of sickness, resolved to send a nurse to work in the slums there. By and by various nurses and homes were established throughout the kingdom, Manchester being well in front. In 1874 the late Duke of Westminster, with others, began a movement by which district nurses were to receive, as well as hospital training, six months' training under a superintendent in nursing in the homes of the people, before being sent into a district by themselves. The work went steadily on till 1887, when the late Queen Victoria practically consolidated the whole work, and made it a national movement. The women of England collected and gave to her Majesty the sum of £80,000 as a memorial of her jubilee, and of that sum she gave £72,000 to found the Queen Victoria Jubilee Institute, with, as its object, the devoting of its annual income to the training of nurses to work among the sick poor in their own homes. She resolved to do what she could so that the poorest of her subjects might, in illness, have as good nursing as the highest in the land. The Q.V.J.I. was, in consequence, incorporated by Royal Charter in 1889, and about 200 nurses, working in districts, were affiliated. Now, there were about 3,000 on the Queen's roll. The work was carried on on certain broad principles. It must be unsectarian, and must be carried out under the doctors. Only properly trained nurses were engaged, and their services must first of all be for the sick poor." (From an address by Miss Peterkin, the district inspector for the Queen Victoria Jubilee Institute, at Newton Heath, on April 5th, 1908.)

houses belonging to the society, at the junction of Thorp Road and Oldham Road, be altered at an estimated cost of £200 for the purpose of providing a home for the Newton Heath Association, their present home being too small to accommodate any addition to the nursing staff.

Lastly, in connection with these Nursing Associations, it was agreed to subscribe £25 to the Harpurhey Nursing Association, which included in its area a portion of Miles Platting.

It was recognised that no Jubilee Celebration would be complete unless the society's employés were associated with it in some definite way. The committee at a very early stage had come to the conclusion to recommend the establishment of a Contributory Thrift Fund, and on May 21st, 1908, they were in a position to bring their scheme before the members. It was then decided to grant a sum of £200 as a Jubilee gift to form the nucleus of such a fund, and, at an adjourned meeting, to make a grant to the fund of an amount equal to $1\frac{1}{4}$ per cent per annum on the wages, as stated in the balance sheet. It was suggested that these contributions, supplemented by the payment of 6d. per week by every member, would ensure out of the fund a sum of 15s. per week to any member on attaining the age of 60 years. It was, however, argued by some of the prominent members of the society that the fund would not bear such a strain for any great length of time. These objections resulted in the age being increased to 65 years. But the raising of the age limit was not satisfactory to the employés, who asked that the payment should be 10s. per week on attaining the age of 60 years. The scheme as thus modified was accepted by the members on September 17th, 1908, when it was stated that, out of 119 who could join the scheme, 111 had acquiesced in the amended proposal.

A series of rules were afterwards formulated and adopted. These contained the following —

Date of the establishment of the fund—1st January, 1909.

Rule 4—(2) No person under the age of 21 years may become a member of the fund.



ENOCH GREAVES
SECRETARY & MANAGER



JOHN H. OGDEN
COMPILER OF THIS BOOK



CHAS. F. GREENHALGH
ASSISTANT SECRETARY & CASHIER

Rule 6.—The society shall, as from the date of the establishment of the fund, contribute in every year a sum equal to $1\frac{1}{4}$ per cent of the total amount of weekly wages and salaries paid by the society during that year. As to the amount of such wages and salaries, the balance sheet of the society shall be conclusive.

Rule 7.—(1) Every member shall, as from the date of his admission, contribute a sum of 6d. per week to the fund, unless and until he shall become entitled to the receipt of any benefit from the fund, or shall cease to be in the employment of the society.

(2) In the case of any member who is not in the employment of the society at the date of the establishment of the fund, and who is of the age of 21 years or more at the time when he becomes a member, he may pay to the fund by such weekly or other instalments as may be fixed by the committee at the time when he becomes a member, or by a single payment the amount of the contributions which he would have paid to the fund if he had become a member on attaining the age of 21 years. Provided that if any such member shall not make such additional payment he shall share in the benefits of the fund only to the extent provided in Rule 9 (2).

Rule 8.—Provision in case of failure to pay subscriptions.

BENEFITS.

Rule 9.—(1) The following benefits shall be paid :—

(a) To any member of the fund who shall attain the age of 60, the sum of 10s. per week until he shall attain the age of 70, and thereafter such weekly sum as the committee may think proper, regard being had to the financial position of the fund.

(b) To any member of the fund who shall be totally incapacitated from earning his living by reason of bodily or mental infirmity, before attaining the age of 60; the following weekly sum during the continuance of such incapacity :—

Age of member at commencement of incapacity—

45 to 49 inclusive	4s. per week.
50 to 54 „	6s. „
55 to 59 „	8s. „

Before payment of any benefit under this clause the committee shall require a certificate in writing signed by two legally qualified medical practitioners, as evidence of total incapacity.

(c) The committee may at their discretion allow any member, in any exceptional case of need, to withdraw from the fund an amount not exceeding one quarter of the total amount of the subscriptions which he has paid to the fund, but so that any weekly benefit afterwards payable to any member shall be diminished by an amount proportionate to the sum withdrawn under this clause, unless the same shall previously have been replaced with interest at 3 per cent per annum.

- (d) There shall be paid to the legal personal representatives of any member dying the total amount of subscriptions paid by him, together with interest at 3 per cent per annum, less the amount of any benefit already received by him.
- (e) In the event of any member leaving the employment of the society, there shall be repaid to him the same amount (and no more) which his representatives would have received if he had died at the time of leaving the employment, but so that if he be discharged by the society for misconduct, nothing shall be payable to him by way of interest. The decision of the committee of management of the society shall be final as to whether a member has been discharged for misconduct or not.

(2) Any member who is not in the employment of the society at the date of the establishment of the fund, and who joins the fund after attaining the age of 21 years, and who does not make the full additional payment under Rule 7 (2) hereof, shall receive only an amount of weekly benefit bearing as nearly as may be the same proportion to the full benefit hereinbefore mentioned as the actual subscriptions paid by him bear to the subscriptions which he would have paid if he had become a member on attaining the age of 21 years.

FORFEITURE OF BENEFIT.

Rule 10.—Any member who, while in receipt of any benefit from the fund, shall engage in any capacity in any business of a similar nature to any of the businesses carried on by the society within a radius of five miles of the society's central stores, shall immediately forfeit all benefits from the fund, nor shall he be entitled to the repayment of any part of his contributions.

COMMITTEE OF MANAGEMENT.

Rule 11.—The fund shall be under the management of a committee of seven members, one of whom shall be the president or chairman of the society for the time being; three shall be nominated by the society, and three shall be elected annually at a general meeting of the members.

SETTLEMENT OF DISPUTES.

Rule 24.—If any dispute, doubt, or difference shall arise as to the meaning or effect of these rules, or anything done or purporting to be done hereunder, or any right or liability of any member, or any person claiming through him, or of the society, the same shall be decided by the committee, whose decision shall be final. The committee may, however, if they think fit, refer any such dispute, doubt, or difference to the decision of a single arbitrator to be nominated by the Chief Registrar of Friendly Societies pursuant to the Arbitration Act, 1889, or any statutory modification thereof.

The lines on which the Jubilee should be celebrated having been determined, the following sub-committees were deputed to work out the details :—

Thrift Fund : H. J. Upham, J. Fitzgerald, W. Stephenson, and George Sudren.

Women's Guild Banner : Mrs. Smith and Mrs. Hadfield.

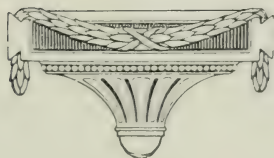
Furnishing Convalescent Homes : J. Fitzgerald.

History of the Society : H. J. Upham, J. Fitzgerald, W. Stephenson, and G. Sudren.

Sick Nursing Homes : H. J. Upham, J. Fitzgerald, G. Sudren, J. Turton, J. Ridyard, Mrs. Hadfield, and Mrs. Smith.

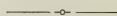
Library : H. J. Upham, J. Fitzgerald, J. Ridyard, F. Smith, A. Park, and J. Turton.

Galas : G. Sudren, F. Smith, J. Hollingworth, J. Ridyard, A. Park, J. Heywood, J. F. Clough, Joseph Swindell, Mrs. Hadfield, and Mrs. Smith.



[From the *Failsworth Co-operative Messenger*, January, 1909.]

The Society's Jubilee Year, 1909.



The society was established in 1859, and will therefore attain its Jubilee this year. In celebration of this event the members have decided upon the following :—

Thrift Fund for employés.

One room to be furnished at the Blackpool and one at the Otley Co-operative Convalescent Homes.

Homes for the nurses to be presented to the *Newton Heath Sick Nursing Association and to *Failsworth and New Moston Sick Nursing Associations.

Donation of £25 to the Harpurhey Sick Nursing Association (which includes the Miles Platting district).

Presentation of banner to the women's guild.

Gift of library to the Failsworth Urban District Council.

Children's Galas—

Failsworth District, June 26th.

Newton Heath District, July 31st.

Old Folks' Party at Central, September 11th.

Members' Party at Woodhouses, September 25th.

Members' Party at Miles Platting, October 9th.

Members' Party at Moston, October 23rd.

Members' Party at New Road, November 6th.

Members' Party at Daisy Bank, November 27th.

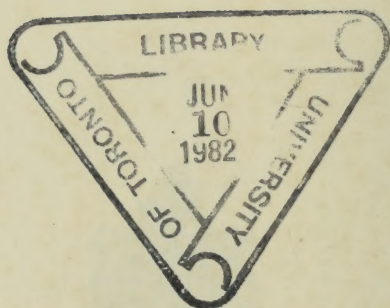
Members' Party at Newton Heath, December 4th.

Free distribution to each member of a copy of the History of the Society.

* The Home at Newton Heath was presented on May 1st, 1909, and the Home at Failsworth on March 27th, 1909.



*Printed and Bound at the
Co-operative Printing Society's Works,
New Mount Street, Manchester.*



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TE 'R' CARD

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